



EDC Working Group Quarterly Meeting Agenda

Meeting to be held April 26, 2017

ELNOS Boardroom

Members: Tom Turner
Dennis Pounall
Marie Murphy-Foran
Kate Wannan

Invited Guests: Members of Council

Recording Secretary: Ashten Vlahovich

- 1. Roll Call**
- 2. Declarations of Conflict of Interest**
- 3. Public Presentation**
- 4. Minutes of the previous meeting**
- 5. Old Business**
- 6. New Business**
 - a. Review of working group projects**
 - b. Discuss next steps for working groups**
 - c. Round table discussion on economic development projects/initiatives**
- 7. Addendum**
- 8. Closed Session**
- 9. Next Meeting – June 2017**
- 10. Adjournment**

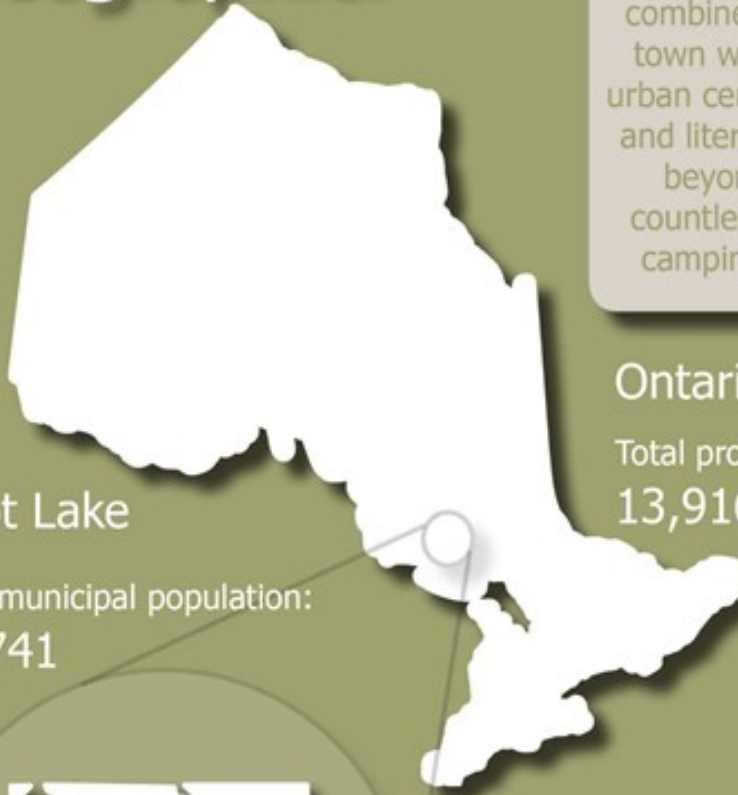
City of Elliot Lake Commercial Industrial Land Profile



City of Elliot Lake

Geographic:

Elliot Lake is a clean, modern city that combines the hospitality of a small town with the services of a major urban centre. The pristine wilderness and literally thousands of lakes just beyond the city limits provide countless opportunities for hiking, camping and world class fishing.



Elliot Lake

Total municipal population:
10,741

Ontario

Total provincial population:
13,916,032



11%

of resident labour
force commutes
outside of the
community for work

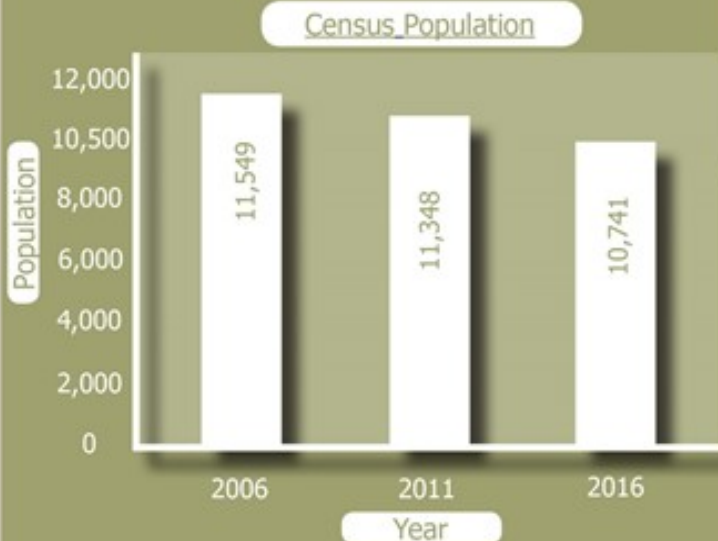


6%

of the labour
force resides
outside the
community



Demographic:



Elliot Lake's population has shown a slight decrease since 2011. The median and average ages for the community are above the Ontario rates. Mobility rates are similar to the provincial figures. There are more women than men residing in the city and housing values are lower than the province.



6.9%

59 Median Age

Ontario median age is 43

Average value of dwelling
\$90,000



As reported by Royal LePage: Real Estate Sales Statistics 2005-2015 for Elliot Lake

Mobility

12%



Residents that had moved within the previous year

Mobility

37%



Residents that had moved within the previous 5 years

53%



47%



Population by Gender



McSWEENEY
inspiring economic sustainability

Labour Force:



Elliot Lake is home to a labour force that is over 4,000 persons strong. The community's labour participation rate and employment rate are both lower than the Ontario figures. The unemployment rate is above that of the province



Key Sectors by Industry



Health care & social assistance



Retail trade



Accommodation & Food



Educational Services



Construction

Key Sectors by Occupation



Sales & service



Education, law & social, community & government services



Trades, transport & equipment operators



Business, finance & administration



Health

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City of Elliot Lake Commercial Industrial Land Profile

Introduction

As part of an economic and diversification initiative the City of Elliot Lake has attractively priced vacant commercial and industrial lots aimed at attracting new businesses and expansion opportunities. The City of Elliot Lake is looking to attract light to medium commercial enterprises with a focus on job creation and diversification, with all land sales and development being approved through Council legislation.

Elliot lake is a natural choice for business investment, whether relocating an existing business to take advantage of the unsurpassed quality of life and natural advantages or starting a new business. Long known as a place to retire for individuals and couples, Elliot lake's reputation for quality of life has spread into business investment opportunities. With this kind of lifestyle business owners and their employees have the best of both worlds; prosperity and quality of life.

Pricing and Taxes

Land Prices	
<u>Land Categories</u>	<u>Price Per Acre</u>
Non-serviced/Non-Cleared Lots	\$15,000
Non-serviced/Cleared Lots	\$20,000
Serviced/Cleared Lots	\$25,000

Approximate Commercial/Industrial Taxes		
<u>Approximate Assesed Value</u>	<u>2016 Tax Mill Rate</u>	<u>Approximate Annual Taxes</u>
\$ 250,000	0.04362976	\$ 10,907.44
\$ 500,000	0.04362976	\$ 21,814.88
\$ 1,000,000	0.04362976	\$ 43,629.76
\$ 1,500,000	0.04362976	\$ 65,444.64
\$ 2,000,000	0.04362976	\$ 87,259.52

City of Elliot Lake Commercial Industrial Land Profile

Zoning and Permitted Uses

The vacant lands currently in the City of Elliot Lakes profile include both commercial and industrial including C1, C2, C3 and M zones. The following is a detail of permitted uses for the respective zoning categories, more detail available in the zoning by-law upon request.

Central Commercial “C1” Zone

Permitted Uses:

Stores, including department stores for the conducting of any retail business but not including automobile service stations;

- Banks, offices, courthouses, eating establishments;
- Commercial amusements, including miniature golf;
- Places of Assembly;
- Private clubs;
- Adult training centers;
- Hotels and taverns;
- Personal service shops;
- Printing and publishing establishments;
- Parking stations;
- Clinic;
- Government Offices;
- Pet services;
- Accessory dwelling units within the second story or lower levels of any building (other than Hotels and Motels), subject to section 11.4;
- Accessory uses incidental to any of the above permitted uses, including parking areas

City of Elliot Lake Commercial Industrial Land Profile

Tourist Highway Commercial “C2” Zone

Permitted Uses: :

- Automobile service stations;
- Automotive trades;
- Brewers’ retail stores and warehouse and retail wine stores;
- Express offices;
- Bus terminals
- Car washing establishments;
- Eating establishments;
- Hotels;
- Motels;
- Tourist recreation facilities;
- Trading posts
- Commercial parks and camping grounds;
- Bowling alleys and private clubs;
- Printing and publishing establishments;
- Parking stations;
- Dwelling unit only within the second story of any building other than hotels or motels and subject to section 11.4;
- Accessory uses incidental to any of the above permitted uses including;
 - Parking areas;
 - Business, Professional and/or Administrative offices;
 - Convenience store

City of Elliot Lake Commercial Industrial Land Profile

Neighborhood Commercial “C3” Zone

Permitted Uses: :

- Stores for conducting any retail business except automotive trades and automobile service stations;
- Banks, offices and eating establishments;
- Private clubs;
- Personal service shops;
- Parking stations;
- Dwelling units only within the second story of any building subject to section 11.4, except 11.4.1 (b)
- Accessory uses incidental to any of the above permitted uses, including parking areas

City of Elliot Lake Commercial Industrial Land Profile

Industrial “M” Zone

Permitted Uses: :

- Any manufacturing or industrial undertaking that is conducted within an enclosed building or structure, subject to section 16.2;
- Any commercial purpose if incidental to manufacturing or industrial undertaking as the principal use
- Stores for any wholesale business, selling only to the trade;
- Offices;
- Automobile service stations, subject to the regulations of section 12.5;
- Warehouses, builders contractors’ yards, open air storage;
- Car-washing establishments;
- Laundries, both hand and self-service, and dry-cleaning establishments, both normal and self-service;
- Sales, service or rental establishments, for mobile homes;
- Automotive trades;
- Lumber Yards;
- Building supply dealers;
- Provincial Government highway maintenance facilities and materials storage;
- Bulk-oil dealerships;
- Automobile body shops;
- Marinas;
- Breeding and boarding establishments;
- Parking station;
- Self-storage facilities;
- Inventory of empty shipping containers, trailers, vessels, storage containers to be transported to different locations for the purpose of temporary storage at that location, subject to section 5.7.3.1;
- Minimum living conditions not exceeding 18.5 square metres for an individual watchman, whose presence on the property is essential at all times;
 - Such as permitted use shall not include living accommodations for any person other than such individual watchman
- Accessory uses incidental to any of the above permitted uses

Fox Drive Properties

Property Type:

3 Tourism Highway Commercial

6 Industrial

Zoning:

C2, M

Property Size:

Part 2: 0.18 hectares / 0.44 acres

Part 3: 0.28 hectares / 0.69 acres

Part 4: 0.23 hectares / 0.57 acres

Part 5: 0.19 hectares / 0.47 acres

Part 6: 0.19 hectares / 0.47 acres

Part 7: 0.25 hectares / 0.62 acres

Part 10: 0.33 hectares / 0.82 acres

Part 11: 1.45 hectares/ 3.6 acres

Part 12: 0.19 hectares/ 0.47 acres

Services:

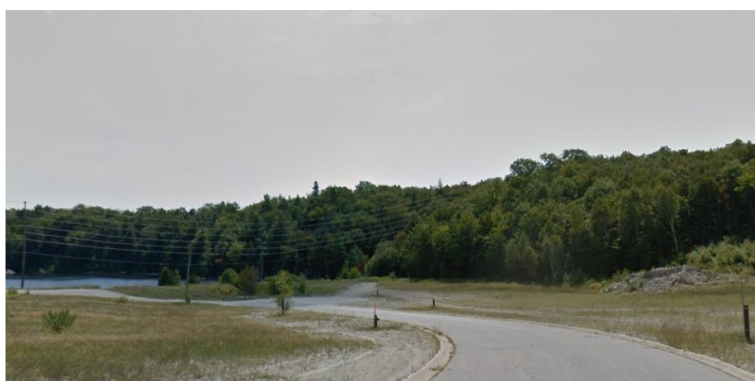
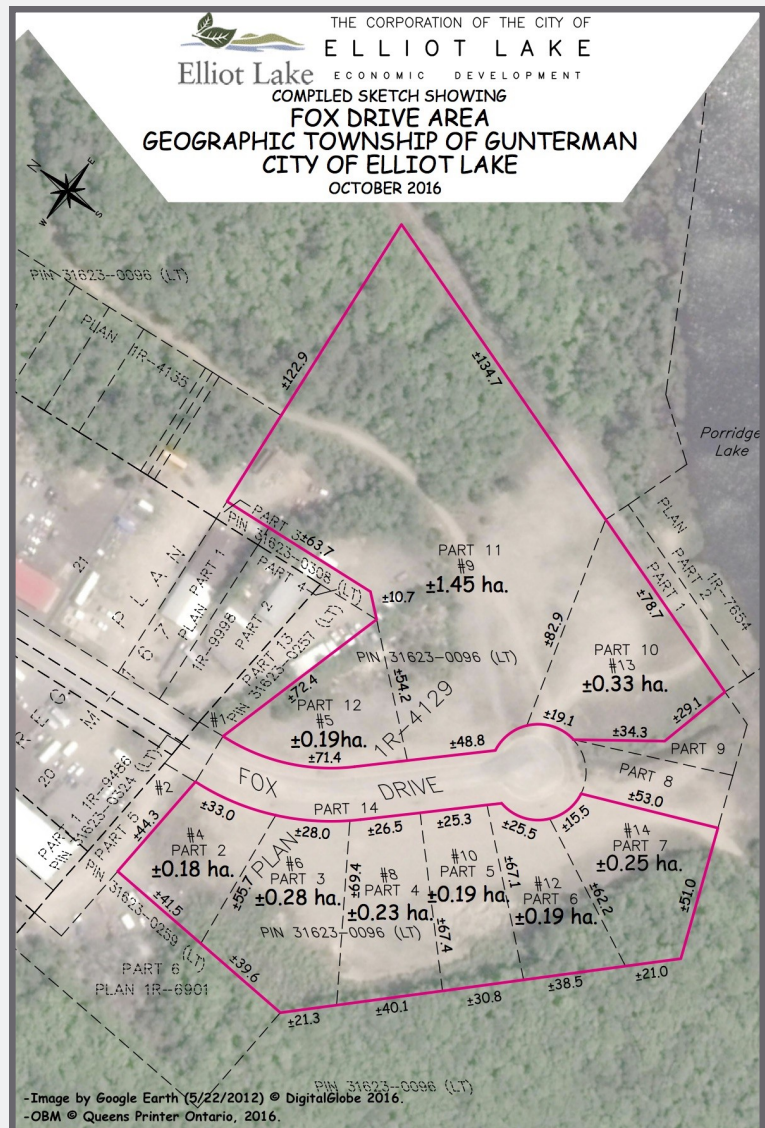
Non serviced

Road Access:

Municipal road in south industrial park

Price:

\$20,000 per acre *See Pricing and Taxes

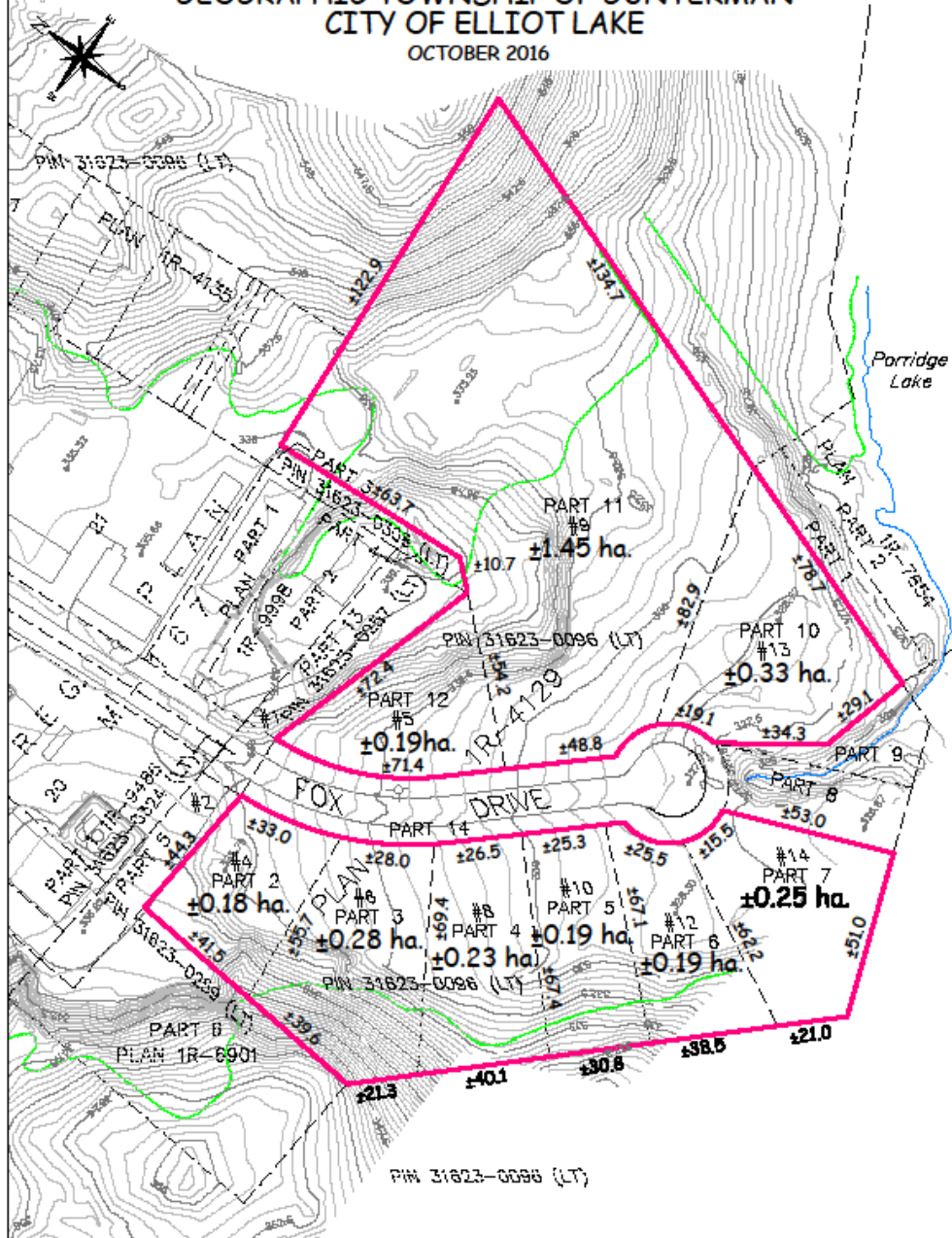




THE CORPORATION OF THE CITY OF
ELLIOT LAKE

Elliot Lake ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING
FOX DRIVE AREA
GEOGRAPHIC TOWNSHIP OF GUNTERMAN
CITY OF ELLIOT LAKE
OCTOBER 2016



SCALE
0 20 40 60 80 metres

TULLOCH
GEOMATICS

TULLOCH GEOMATICS INC.
3A ELIZABETH WALK
SUITE 3
ELLIOT LAKE, ON
P8A 1Z8

T. 705 848-9175
F. 705 848-3484
877 535-0550

PLAN
ME

DATE
October 4, 2016

REFERENCE
16-2527

- Property fabric was derived from compiled City of Elliot Lake property mapping.
- Topographic mapping and contouring was derived from compiled City of Elliot Lake photogrammetric mapping updated in 2002, previous compiled data, and MNR Ontario Base Mapping.
- Image by Google Earth (5/22/2012) © DigitalGlobe 2016.
- OBM © Queens Printer Ontario, 2016.

FILE: el-mapping\...\Fox Drive (Photo)

Oakland Boulevard Properties

Property Type:

Tourism Highway Commercial

Zoning:

C2

Property Size:

Part 1: 0.42 hectares / 1.04 acres

Parts 2-4: 0.32 hectares / 0.79 acres

Parts 5-7: 0.35 hectares / 0.86 acres

Parts 8-10: 0.35 hectares / 0.86 acres

Parts 11-13: 0.35 hectares / 0.86 acres

Parts 14-16: 0.35 hectares / 0.86 acres

Services:

Non Serviced

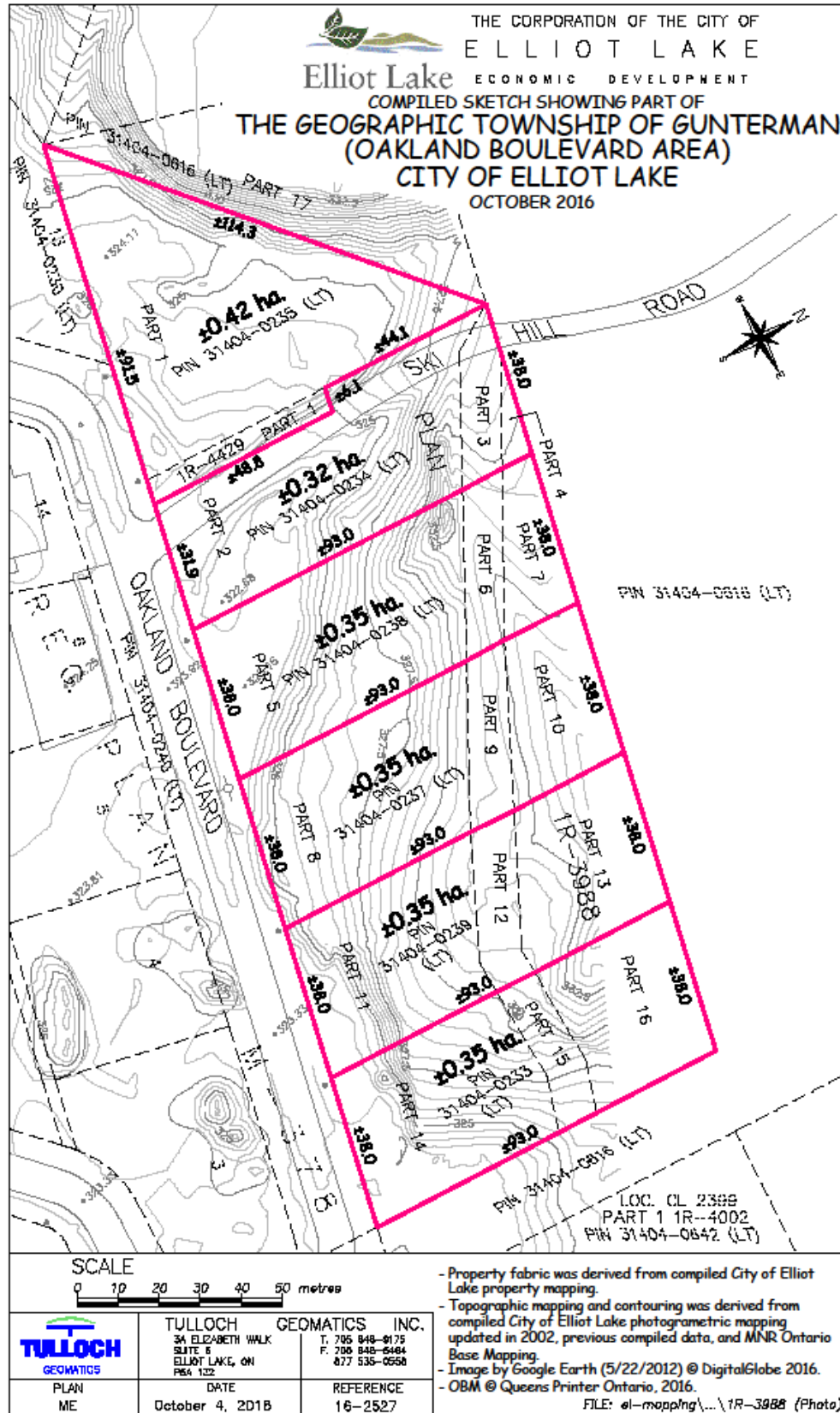
Road Access:

Municipal road off of Highway 108

Price:

\$15,000 per acre *See Pricing and Taxes





42 Oakland Boulevard

Property Type:

Tourism Highway Commercial

Zoning:

C2

Property Size:

0.23 hectares / 0.57 acres

Services:

Non Serviced

Road Access:

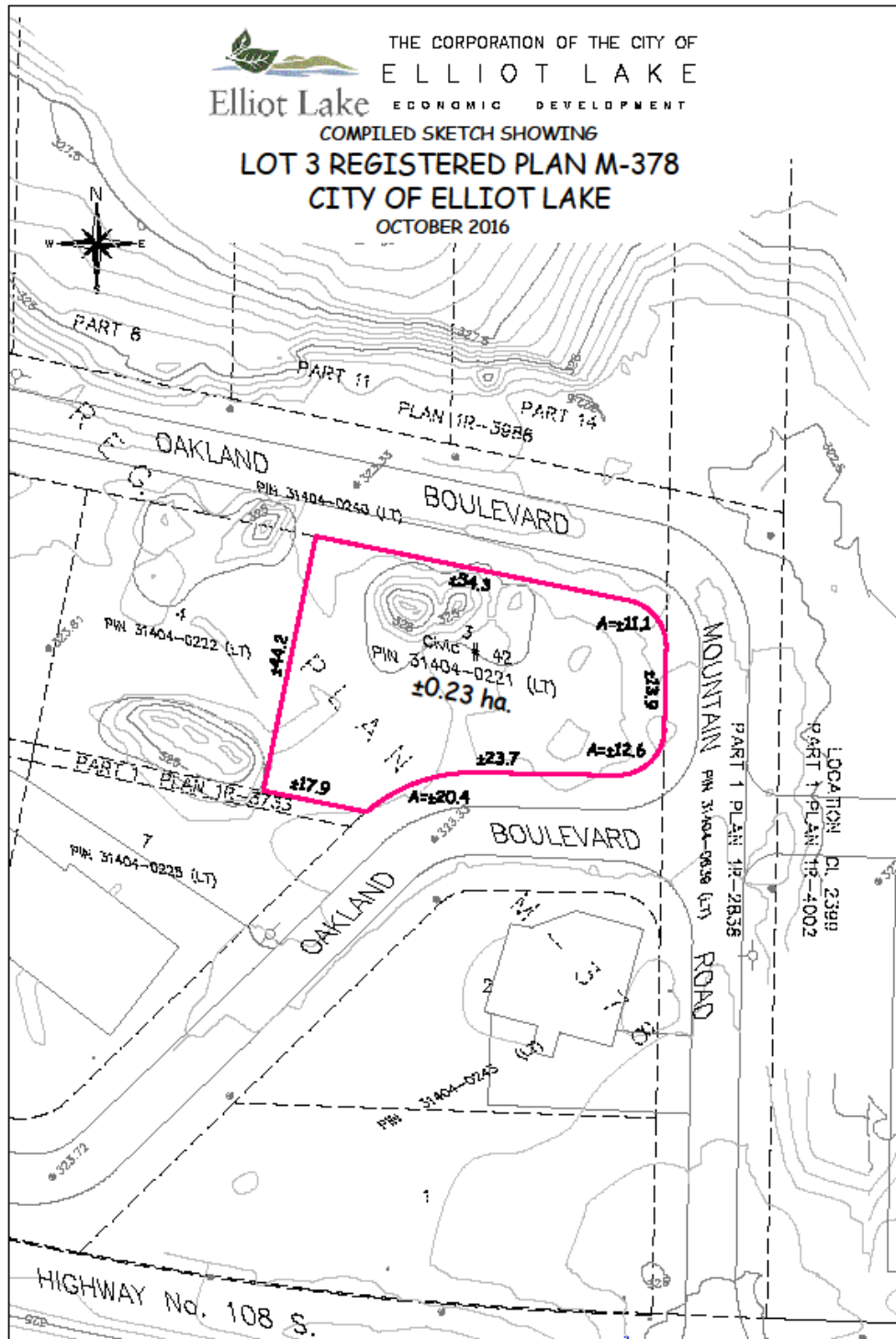
Municipal road off of Highway 108

Price:

\$15,000 per acre *See Pricing and Taxes



COMPILED SKETCH SHOWING
LOT 3 REGISTERED PLAN M-378
CITY OF ELLIOT LAKE
 OCTOBER 2016



SCALE
 0 5 10 15 20 25 50 metres



TULLOCH
 3A ELIZABETH WALK
 SUITE 5
 ELLIOT LAKE, ON
 N5A 1Z2

GEOMATICS INC.
 T. 705 848-9170
 F. 705 848-5484
 877 538-0888

PLAN
 ME

DATE
 October 4, 2016

REFERENCE
 16-2527

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FILE: e1-mapping\...\42 Oakland (Photo)

13B Timber Road

Property Type:

Industrial

Zoning:

M

Property Size:

0.98 hectares / 2.42 acres

Services:

Sewer/Water/Hydro to lot line

Road Access:

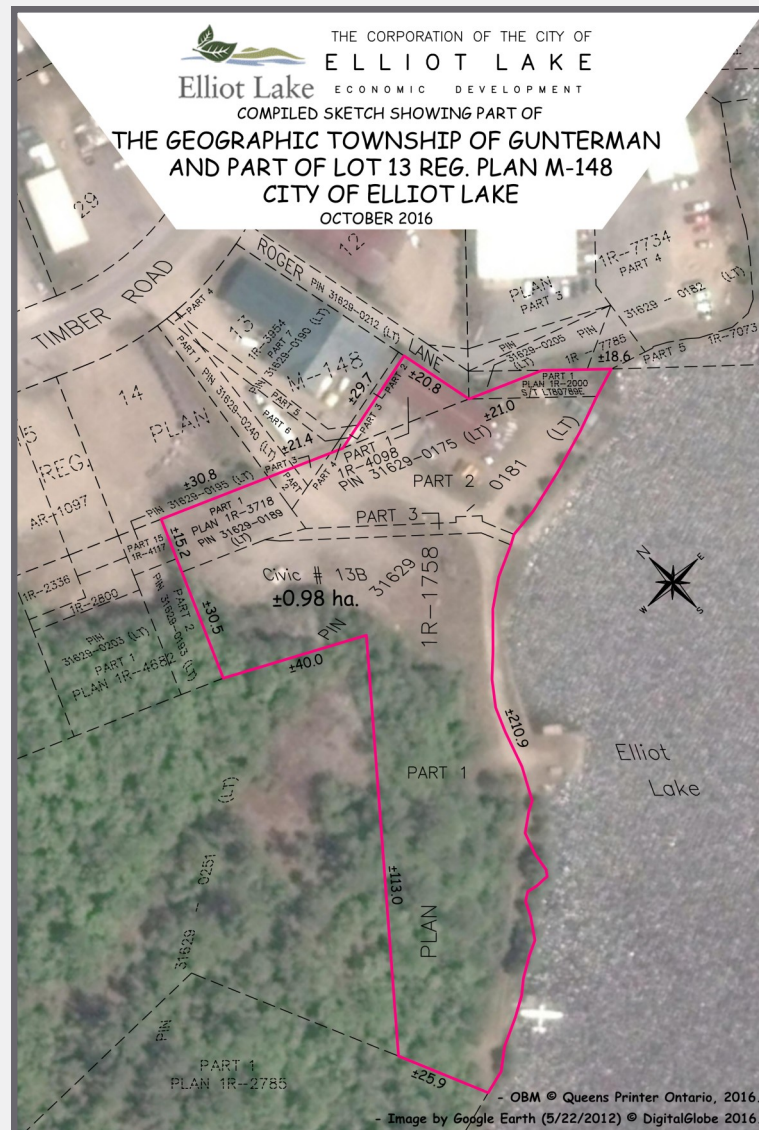
Municipal road to unpaved access
road in north industrial area

Environmental Assessment:

Preliminary testing information
available

Price:

\$25,000 per acre *See Pricing and Taxes

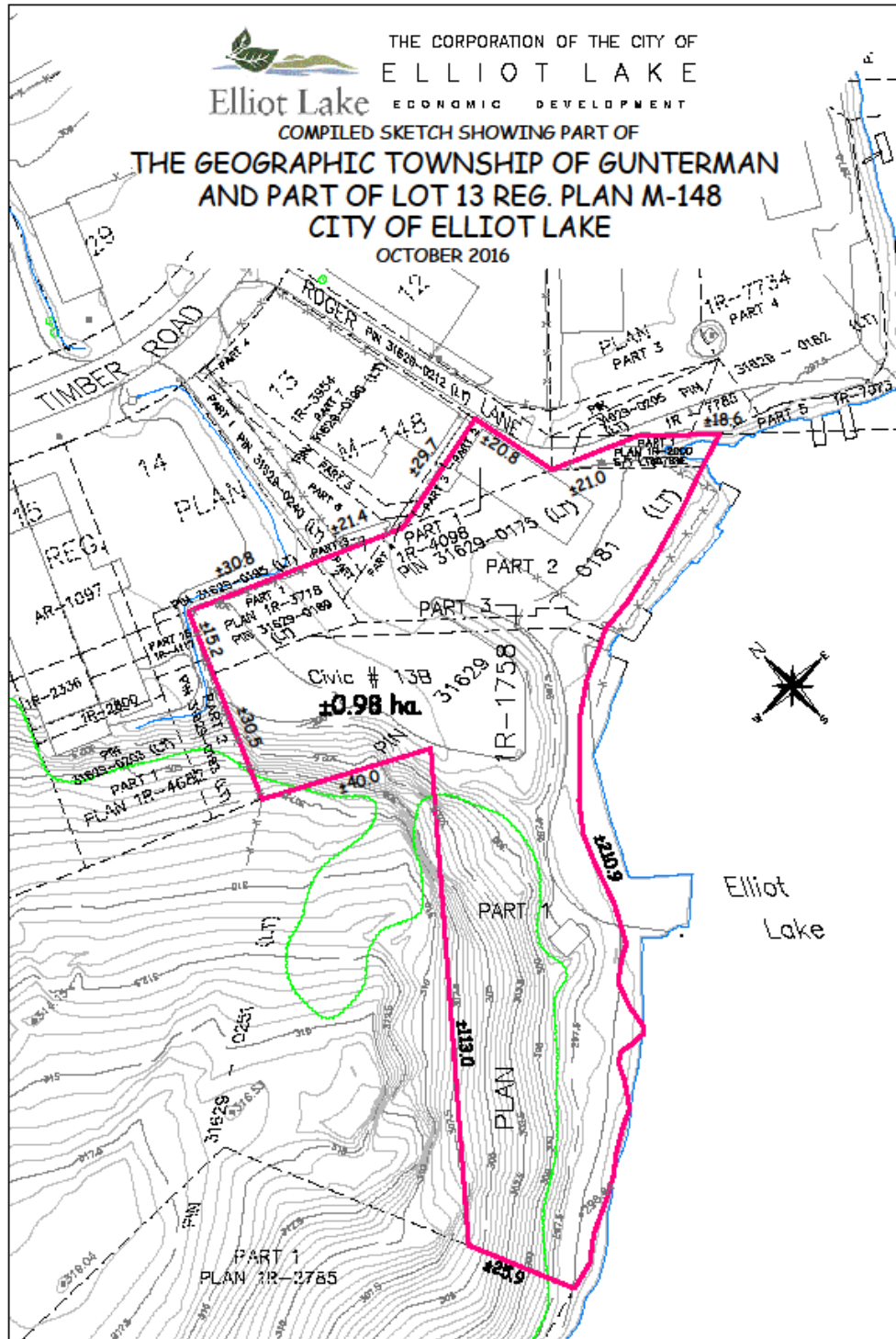




THE CORPORATION OF THE CITY OF
ELLIOT LAKE
ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING PART OF
**THE GEOGRAPHIC TOWNSHIP OF GUNTERMAN
AND PART OF LOT 13 REG. PLAN M-148
CITY OF ELLIOT LAKE**

OCTOBER 2016



SCALE
0 10 20 30 40 50 metres



TULLOCH
34 ELIZABETH WALK
SUITE 5
ELLIOT LAKE, ON
N5A 1Z2

GEOMATICS INC.
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F. 705 848-5464
877 530-0088

PLAN	DATE	REFERENCE
ME	October 4, 2016	16-2527

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FILE: el-mapping\...\Timber Road\13B Timber (Photo)

80 Dieppe Avenue (Dieppe Plaza)

Property Type:

Residential Commercial

Zoning:

C3

Property Size:

1.24 hectares / 3.06 acres

Services:

Sewer/Water/Hydro to lot line

Road Access:

Municipal road

Price:

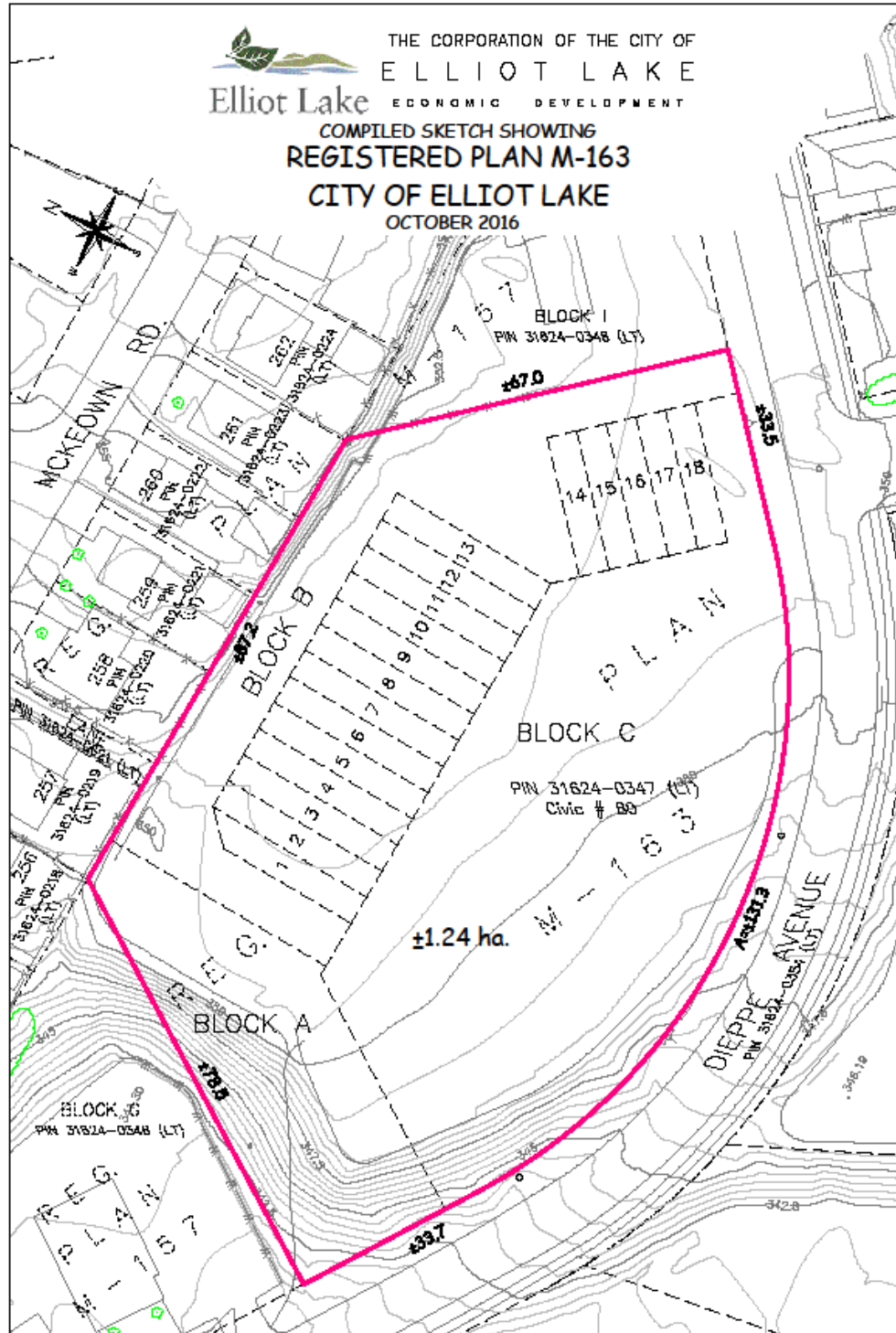
\$25,000 per acre *See Pricing and Taxes





THE CORPORATION OF THE CITY OF
ELLIOT LAKE
ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING
REGISTERED PLAN M-163
CITY OF ELLIOT LAKE
OCTOBER 2016



SCALE

0 5 10 15 20 25 50 metres



TULLOCH
34 ELIZABETH WALK
SUITE 5
ELLIOT LAKE, ON
PSA 1Z2

GEOMATICS INC.
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877 530-0000

PLAN
ME

DATE
October 4, 2016

REFERENCE
16-2527

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- Image by Google Earth (5/22/2012) © DigitalGlobe 2016.
- OBM © Queens Printer Ontario, 2016.

FILE: el-mapping\...\Dieppe Plaza (Photo)

17 Timber Road

Property Type:

Industrial

Zoning:

M

Property Size:

0.28 hectares / 0.69 acres

Services:

Sewer/Water/Hydro to lot line

Road Access:

Municipal road in north industrial area

Environmental Assessment:

Environmental Assessment information
available

Price:

\$25,000 per acre *See Pricing and Taxes

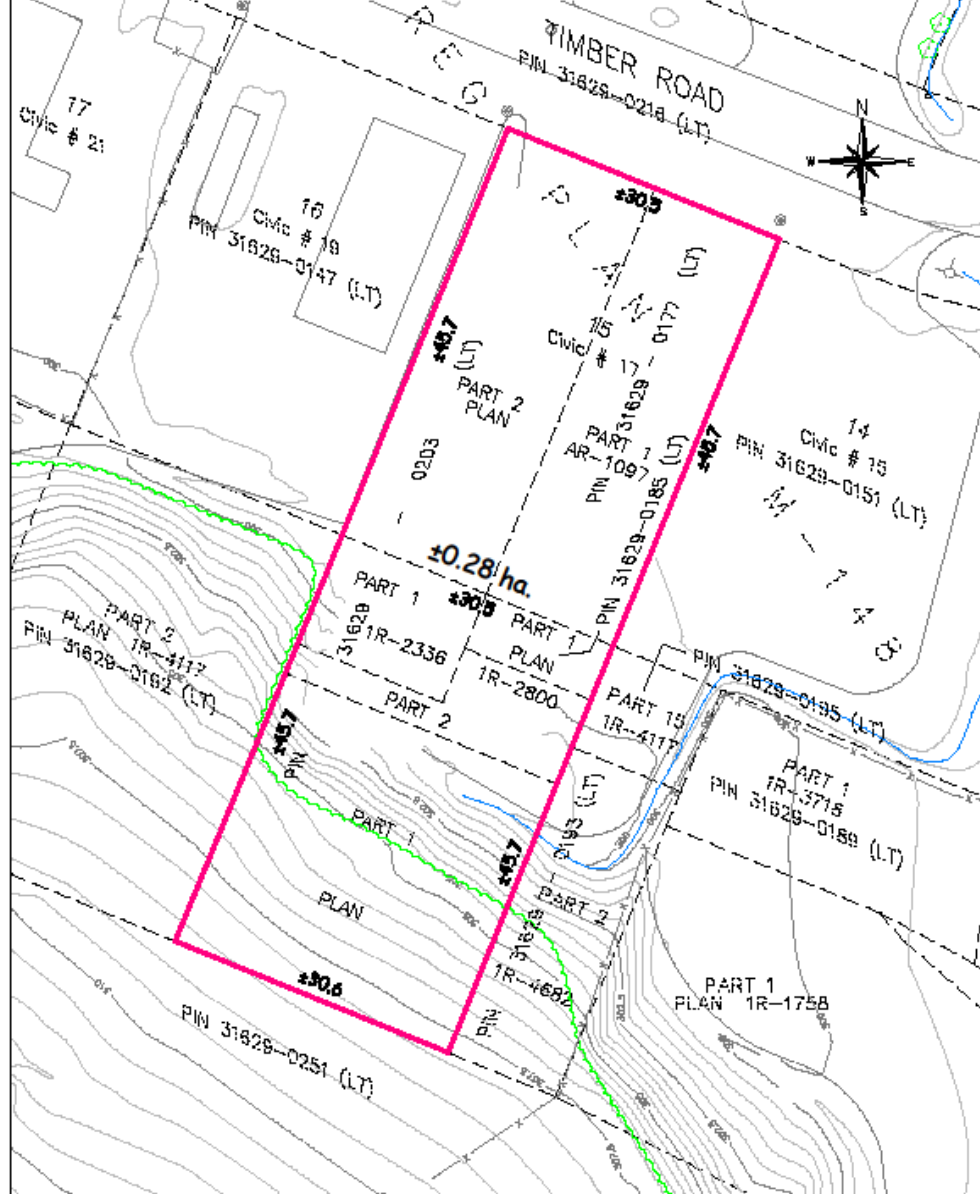




THE CORPORATION OF THE CITY OF
ELLIOT LAKE
ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING PART OF
**THE GEOGRAPHIC TOWNSHIP OF GUNTERMAN
AND LOT 15 REGISTERED PLAN M-148
CITY OF ELLIOT LAKE**

OCTOBER 2016



SCALE

0 5 10 15 20 25 metres



TULLOCH
GEOMATICS INC.
3A ELIZABETH WALK
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N4A 1Z2

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PLAN
ME

DATE
October 4, 2016

REFERENCE
16-2527

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- Image by Google Earth (5/22/2012) @ DigitalGlobe 2016.
- OBM @ Queens Printer Ontario, 2016.

FILE: el-mapping\...Timber Road\Timber Road (17-Photo)

27 Timber Road

Property Type:

Industrial

Zoning:

M

Property Size:

0.28 hectares / 0.69 acres

Services:

Sewer/Water/Hydro to lot line

Road Access:

Municipal road in north industrial area

Environmental Assessment:

Environmental Assessment information available

Price:

\$25,000 per acre *See Pricing and Taxes



Highway 108-B

Zoning:

Not yet zoned

Property Size:

1.18 hectares / 2.92 acres

Services:

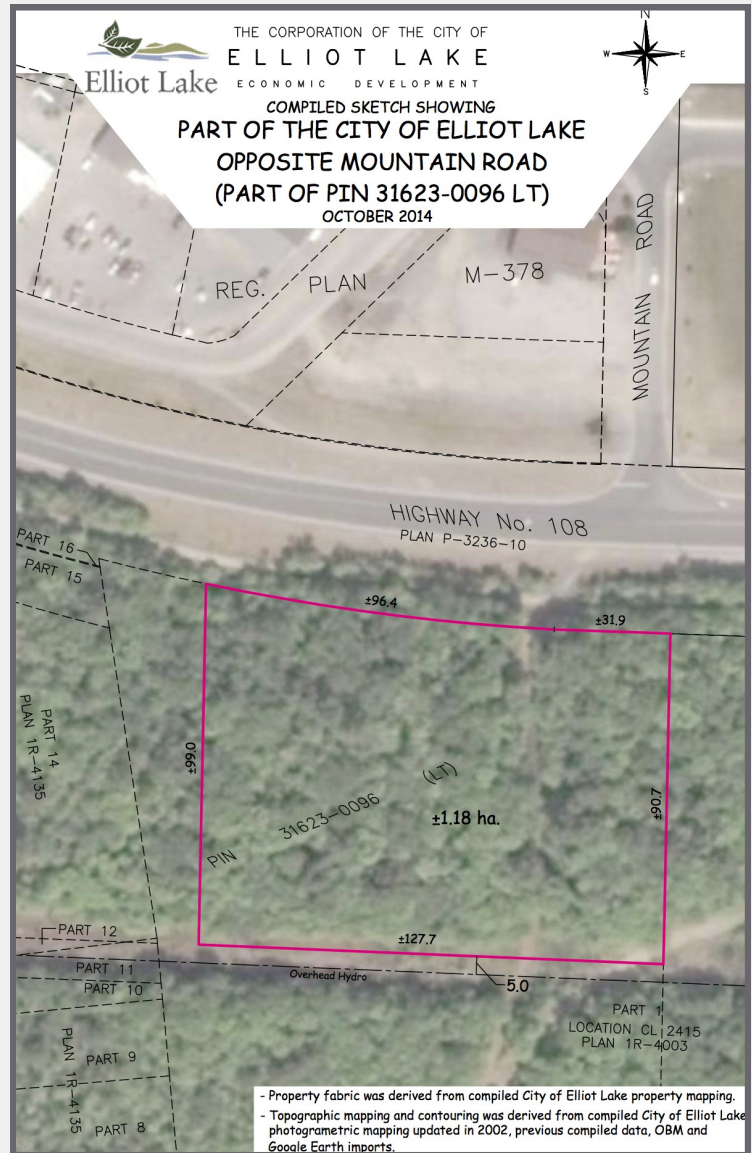
Non serviced

Road Access:

Directly on Highway 108

Price:

\$15,000 per acre *See Pricing and Taxes



Highway 108- C

Zoning:

Not yet zoned

Property Size:

1.08 hectares / 2.67 acres

Services:

Non serviced

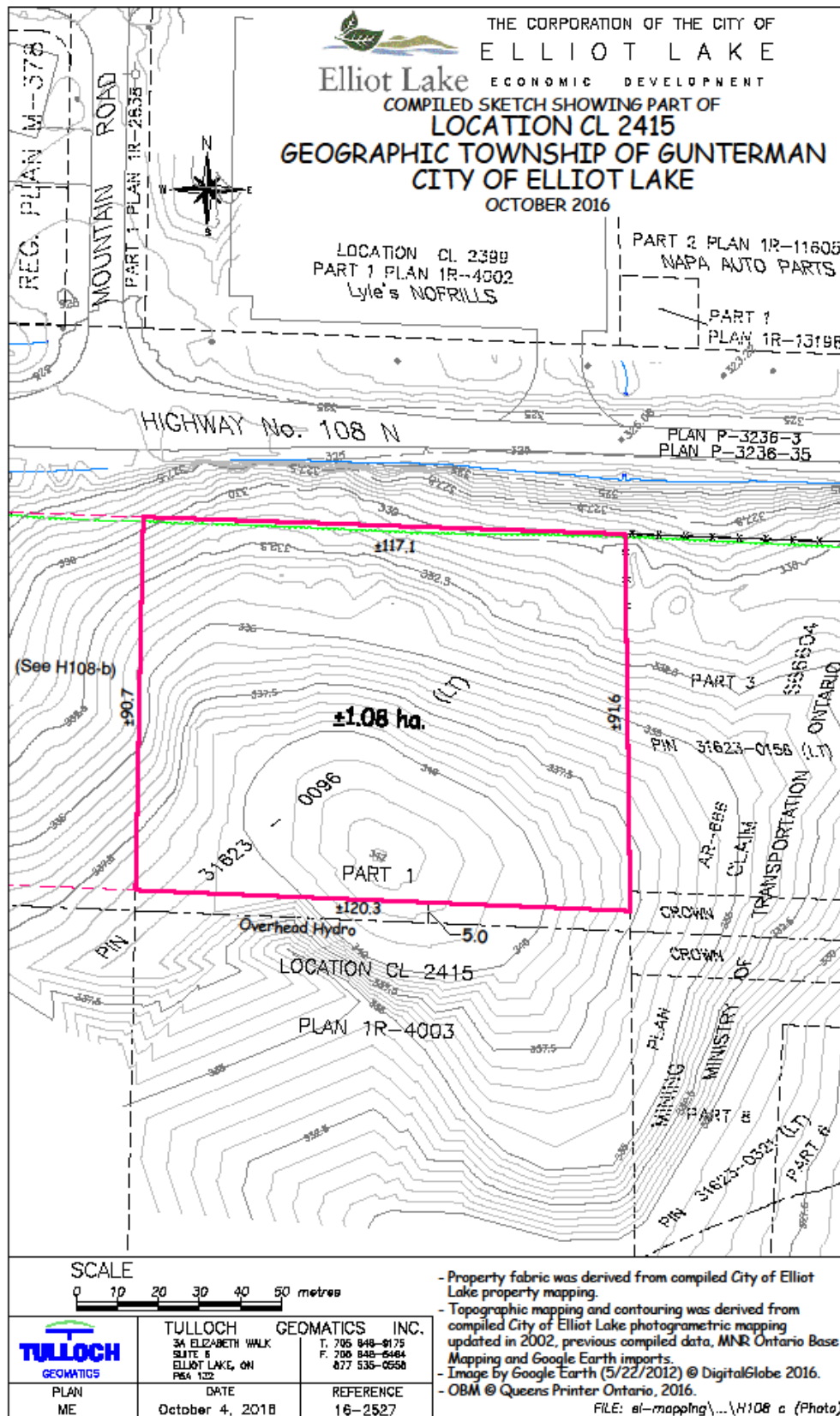
Road Access:

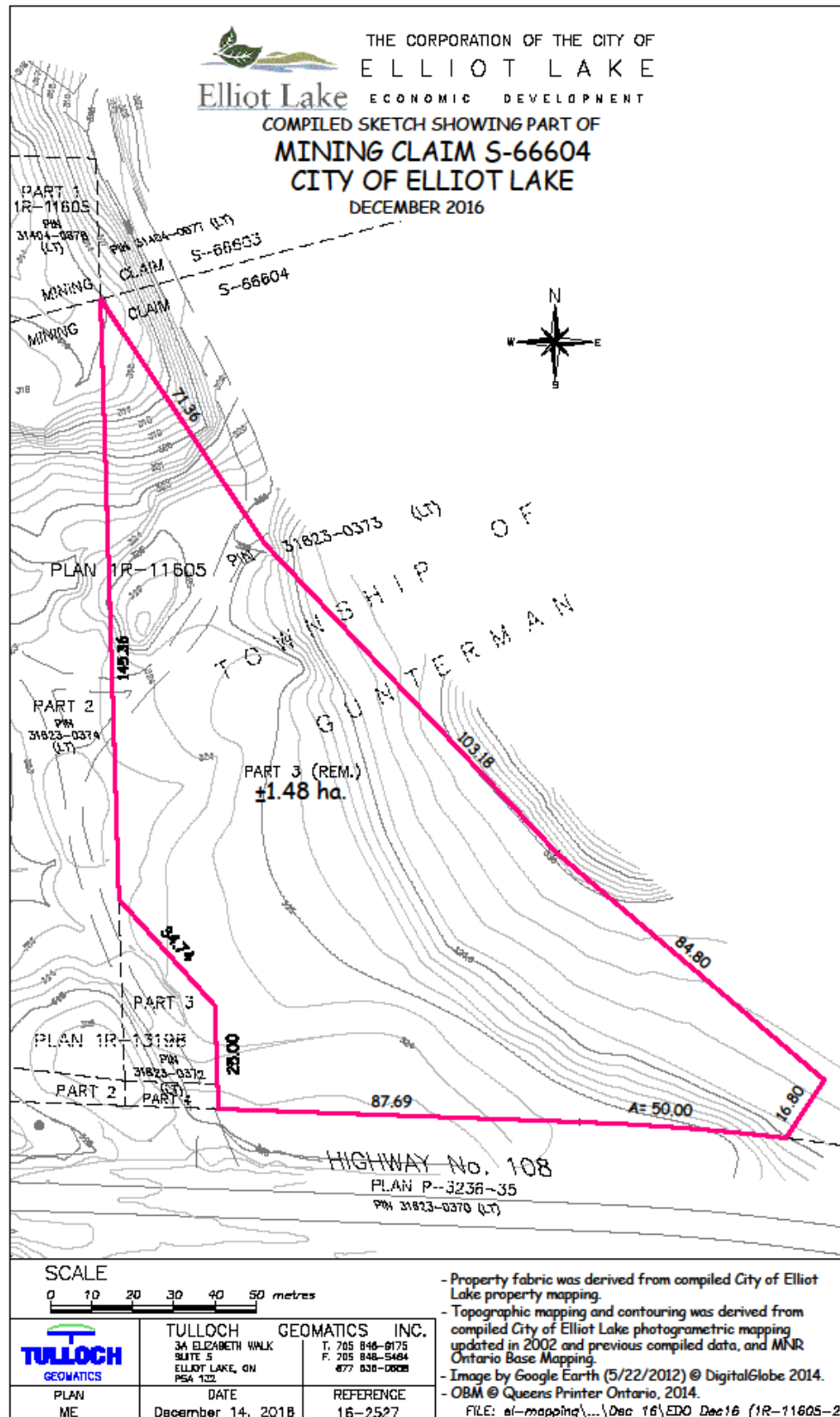
Directly on Highway 108

Price:

\$15,000 per acre *See Pricing and Taxes







Hillside Drive South

Property Type:

Central commercial

Zoning:

C1

Property Size:

0.64 hectares / 1.58 acres

Services:

Non serviced

Road Access:

Municipal road in downtown core

Price:

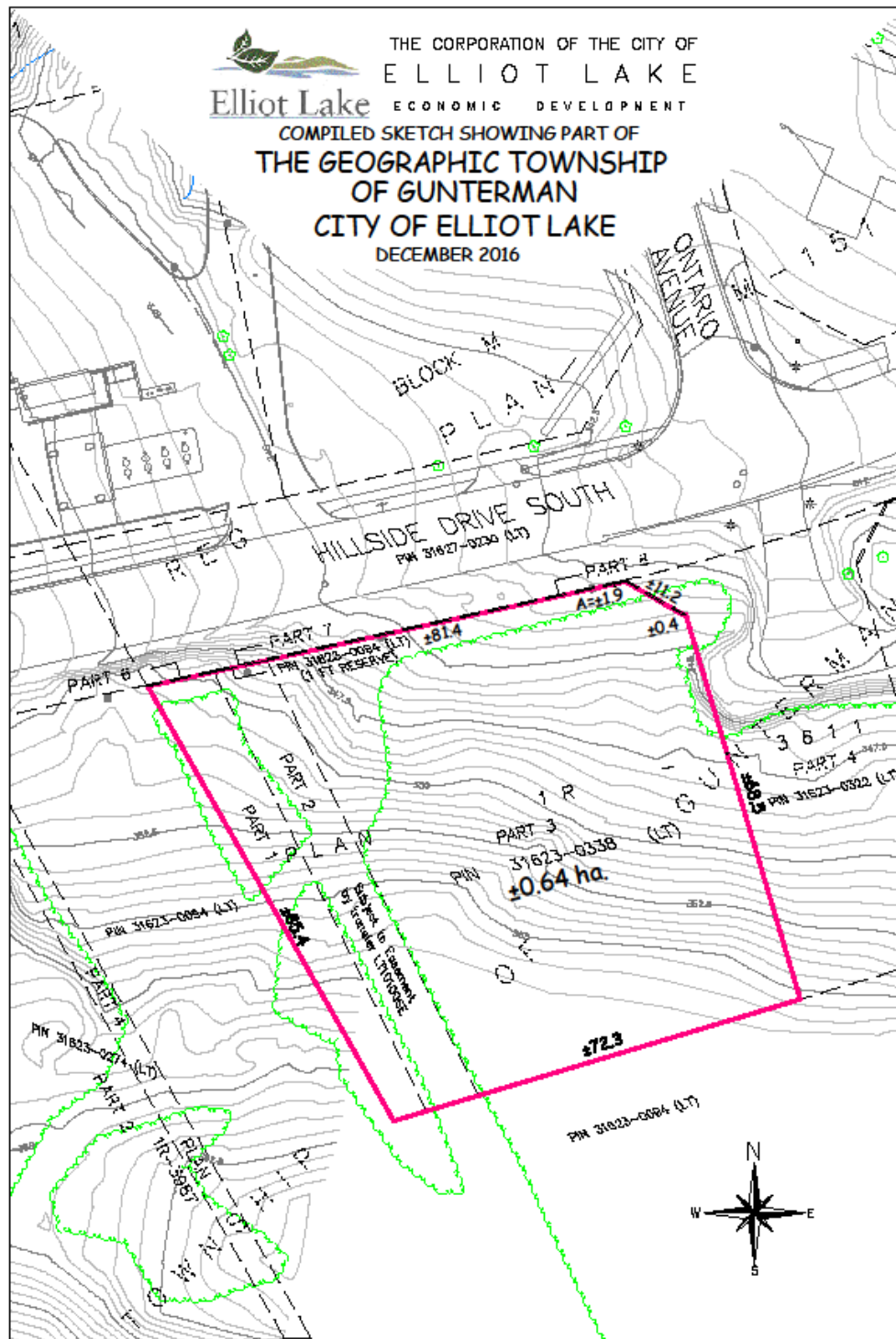
15,000 per acre *See pricing and Taxes





THE CORPORATION OF THE CITY OF
ELLIOT LAKE
ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING PART OF
**THE GEOGRAPHIC TOWNSHIP
OF GUNTERMAN**
CITY OF ELLIOT LAKE
DECEMBER 2016



SCALE
0 5 10 15 20 25 50 metres



TULLOCH
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P8A 1G2

GEOMATICS INC.
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PLAN
ME

DATE
December 14, 2018

REFERENCE
16-2527

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 - OBM © Queens Printer Ontario, 2016.
- FILE: el-mapping\...\Dec 16\EDO Dec16 (Hillside S)

Hillside Drive North

Property Type:

Central commercial

Zoning:

C1

Property Size:

0.19 hectares / 0.47 acres

Services:

Serviced

Road Access:

Municipal road Adjacent to Hillside Plaza

Price:

20,000 per acre *See pricing and Taxes





THE CORPORATION OF THE CITY OF
ELLIOT LAKE
ECONOMIC DEVELOPMENT

COMPILED SKETCH SHOWING PART OF
BLOCK G
REGISTERED PLAN M-336
CITY OF ELLIOT LAKE
FEBRUARY 2017

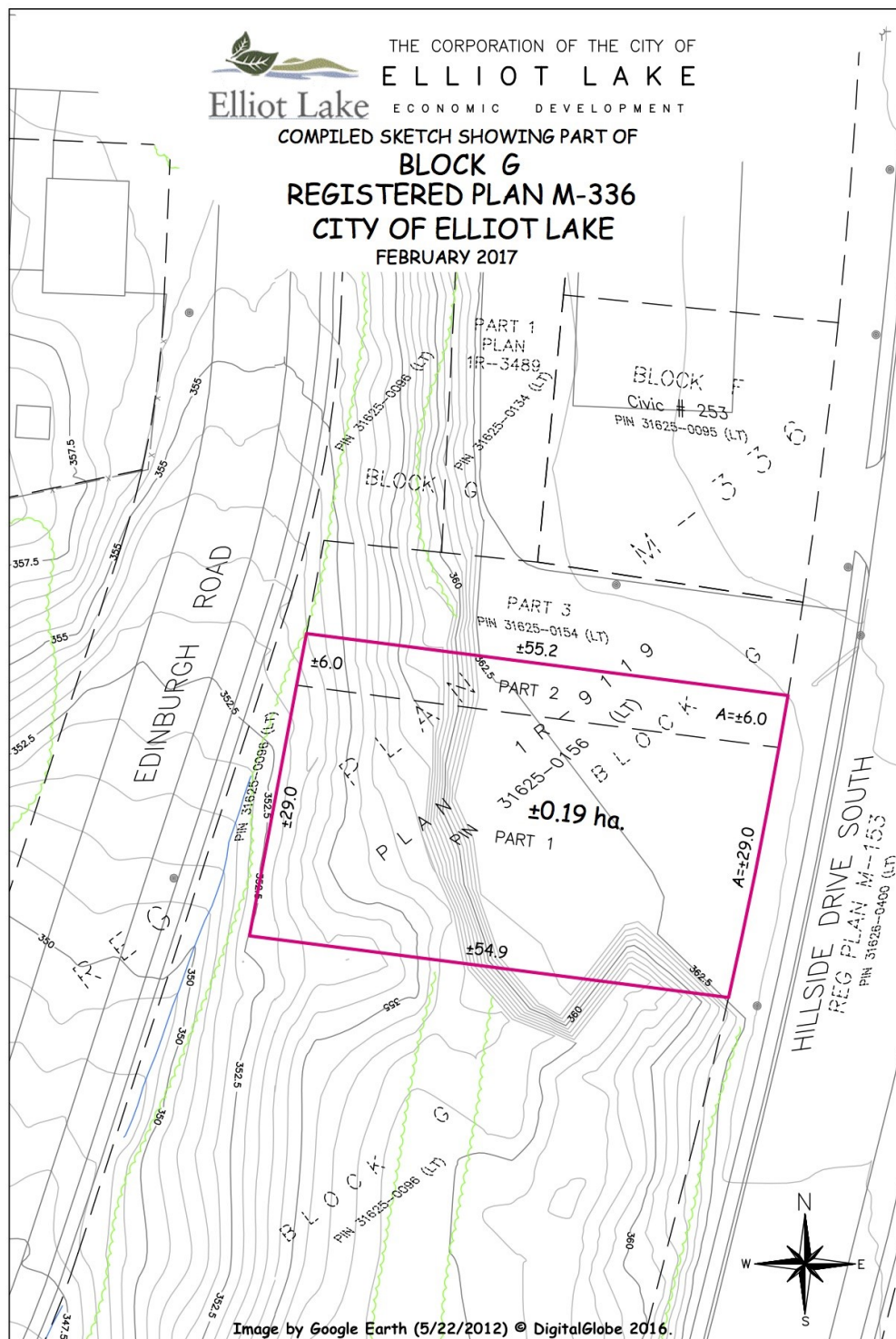
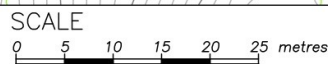


Image by Google Earth (5/22/2012) © DigitalGlobe 2016.



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PLAN	DATE	REFERENCE
ME	February 1, 2017	16-2527

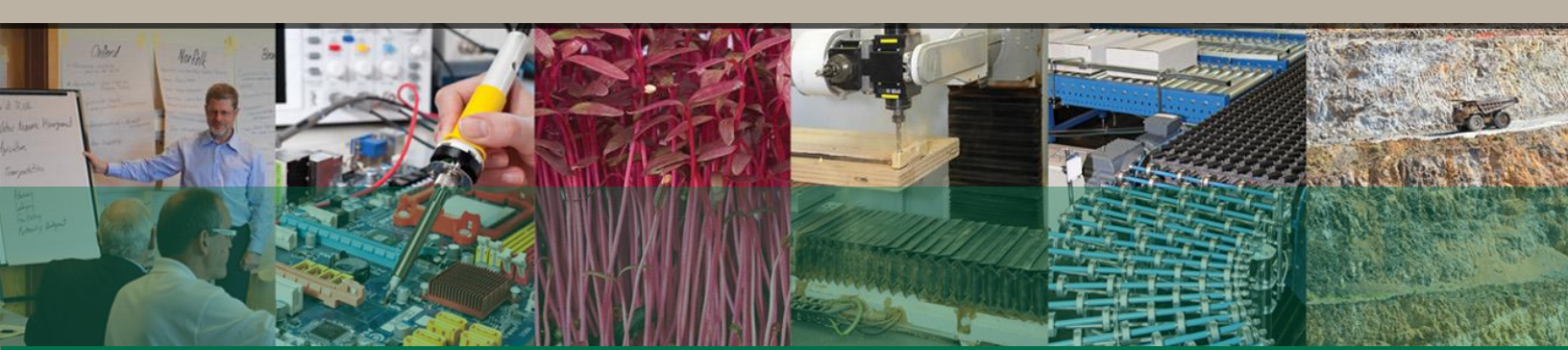
- Property fabric was derived from compiled City of Elliot Lake property mapping and may require verification.
- Topographic mapping and contouring was derived from compiled City of Elliot Lake photogrammetric mapping partially updated in 2002 and previous compiled data with cosmetic updates to reflect current features.
- Image by Google Earth (5/22/2012) © DigitalGlobe 2016.

FILE: el-mapping\...\Feb17\EDO Feb17 (Hillside Plaza)



www.cityofelliotlake.com

December 2016



Policies with Respect to Selling of Land to Promote Economic Development in the City of Elliot Lake



Prepared by:



February 2017

Policies with Respect to
Selling of Land to
Promote Economic Development
in the City of Elliot Lake

Prepared by:



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Ottawa, Ontario
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Fax: 1-866-299-4313
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Website: www.mcsweeney.ca

Table of Contents

1 Draft Official Plan Policy Promoting Economic Development.....1

2 Employment Lands Development Policy Objectives1

3 Background: Sale of Lands for Economic Development Purposes2

4 Proposed Policy: Selling of Lands for Economic Development Purposes3

1 Draft Official Plan Policy Promoting Economic Development

The following draft Official Plan statement is recommended (alternatively, it could be approved as a Corporate Plan Policy statement).

Economic development and economic competitiveness shall be promoted by:

- Providing sufficient land for employment to meet a City long-term objective of diversification of the community and the tax base;
- Ensuring that a range and mix of business and employment opportunities are provided within the City;
- Developing a plan to ensure the preceding policy objectives are met, which may involve the municipality in the acquisition, planning, development, and disposition of employment lands.

2 Employment Lands Development Policy Objectives

The following are suggested implementing policy objectives (or a framework) for the preceding draft Official Plan policy statement, for consideration by the City of Elliot Lake:

1. To ensure a sufficient supply of competitively priced, appropriately sized, and strategically located employment land is available on the market at all times for businesses that wish to own and build or lease their business premise¹. A sufficient supply shall mean a 5-10 year supply of shovel-ready lands, which provides a competitive business environment.
2. To ensure that available land meets industry needs.²
3. To collaborate with the private sector to help ensure achievement of Policy Objectives 1 and 2 above.
4. To the extent that the private sector does not bring a sufficient supply of appropriately sized, competitively priced, and strategically located industrial land to market, the City may engage directly (or in collaboration with the private sector) in the acquisition, planning, development, servicing, marketing and sales of industrial lands to ensure that Policy Objectives are met.

¹ To ensure opportunities to attract or retain businesses are optimized.

² Needs of industry/business that the municipality is specifically targeting for attraction and retention

3 Background: Sale of Lands for Economic Development Purposes

The City of Elliot Lake land sales are generally governed by By-law #01-23 and the Land Sale Policy, as well as the general provisions of the Municipal Act. The by-law and policy governs all land sales, and is not specific to sale of lands intended to promote economic development.

The current policy read in conjunction with the current by-law may be sufficient for general land sales, but is inadequate for the sale of lands intended to promote economic development for a various reasons:

- All lands being sold to promote economic development are surplus to municipal needs, or were developed specifically for economic development purposes;
- The sale of lands related to economic development are continuously “on offer” or “for sale”, generally following a “first come, first served” principle, whereas the land sale policy contemplates one at a time sales based on a one at a time declaration of surplus or unsolicited approach for a single property;
- The price of economic development related properties being offered for sale can be set by Council all at the same time, versus one property at a time.
- As a result of the price of economic development related properties being set by Council before public notice and before general public knowledge of the availability of the properties for sale, there is no need to return to Council a second time to re-affirm the price before concluding a sale.
- Often, a decision to buy a property for business purposes needs to be executed in a very timely manner, or the business owner will go elsewhere.

Current policies and practices do not allow for a streamlined handling of industrial or other economic development related land sales.

Therefore a separate policy is recommended to govern the sale of lands that are related to economic development. No changes to By-law #01-23 are recommended, as the recommended new policy establishes processes to meet the provisions of the by-law.

4 Proposed Policy: Selling of Lands for Economic Development Purposes

The following policy is recommended for consideration by Council.

Purpose of Policy:

To establish processes and procedures related to the sale of City of Elliot Lake properties that are intended to promote economic development in Elliot Lake.

Policy Statements:

1. The City shall maintain a list of lands/properties for sale that are intended to promote economic development. That list is currently referred to as the "Land Profile", and shall be referred to as such for the remainder of this policy statement.
2. Each property listed for sale in the Land Profile shall be specifically approved to be listed in the Land Profile by Council, and such approval is an indicator of Council's willingness to sell the listed properties. Properties may be added to the Land Profile at any time by means of Council resolution, subject to other provisions of this policy.
3. By Council's approval of each property to be listed in the Land Profile, each property is automatically declared surplus by Council for the purpose of meeting the provisions of By-law 01-23³.
4. That the Land Profile contain pertinent details with respect to each listed property, including the sale price, such sale price shall be consistent with the Municipal Act.
5. That the Land Profile be reviewed and approved at least once every year by Council. That prior to Council approval, the recommended sales price of each listed property be reviewed by a Realtor and confirmed in an "Opinion of Value" to accompany the Land Profile to Council. This shall meet the appraisal and Opinion of Value provisions of By-law #01-23.
6. The Land Profile shall be continuously available on the City website after approval by Council, and until such time as a new Land Profile is approved by Council for posting to the website. This shall meet the provisions of By-law #01-23, clauses 8 and 9, although public notice in the newspaper may also be given that the Land Profile is posted to the website.
7. Clauses 10 and 11 of By-law #01-23 shall not be applicable to properties listed in the Land Profile as they are continuously available for sale at a predetermined price until sold, and are offered on a "first-come, first-served" basis as per Clause 7 of By-law #01-23.

³ Clause 2 of By-law #01-23 indicates that Council must declare a property surplus prior to disposal

Community Improvement Plan (CIP) - Incentive Program

Building & Property Revitalization Incentives

Planning on repairing your building? Adding a new sign or updating the storefront and redesigning the landscape? Becoming more accessible for your patrons? Our Building Revitalization Incentives can help you! Consideration can even be given for energy efficiency, as well as lighting and awnings when façade improvements are being carried out.

Through the incentives described below, the City of Elliot Lake will match your investment in renovating your building or property! Tenants are eligible with written consent from the landlord.

Building Façade Improvements

Improve, update or renew your building façade and the City will share the cost, to a maximum of \$6,000 for one story buildings up to 10 metres in width, and up to \$10,000 for larger buildings. The City will also share the cost of visible side and rear façade improvements to a maximum of \$5,000 per side/rear, but not to exceed a maximum of \$7,500

Accessibility

To promote and support local businesses in their efforts for barrier free access for community members, the City will grant 75 % funding for accessibility updates to your business to a maximum of \$5,000

Landscaping and Property Improvements

Creating a visual appeal to your building can also be completed through landscaping, roofscapes and murals. Eligible categories under landscaping improvements include driveways, walkways, parking areas, roofscape designs and creative murals on the outside of buildings. The City will share the costs up to a maximum of \$10,000 to assist you.

Signage, Awnings & Street Numbering

The City would like to create an atmosphere amongst our commercial areas and to promote the removal of inappropriate, older or obsolete signs the City will share the cost—up to \$2,000—to update signage, add awnings and new street number designs.

Energy Efficiency

The City may provide an additional grant up to \$2,500 to assist with improved insulation or improved energy efficient windows. You can also use this \$2,500 to share the expense of consulting services for energy audits.

Planning & Design Incentives

Through this program we provide you with a grant to assist with costs associated with working with a design professional to help prepare the architectural plans and site plans that may be required for building façades, signage and landscaping.

The design professional can provide you with a package including a concept along with suggestions for building materials, signage and other items. The City of Elliot Lake will grant the funds once the design work is complete and approved.

Planning Application Fee and Building Permit Fee Grant

If you qualify for these incentives, we'll pay back building permit fees up to \$5,000 and planning fees up to \$1,500

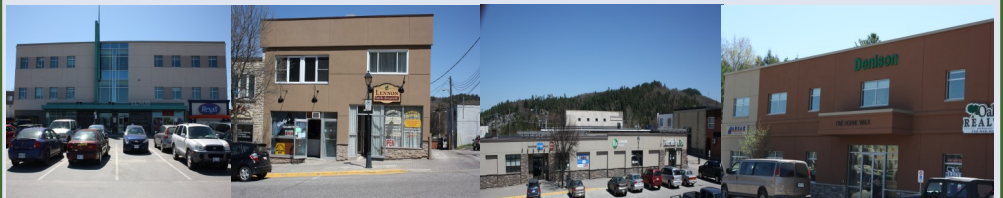
Property Tax Increment Incentive

If your work substantially increase the assessed value of your property, the City will phase in the resulting tax increase over a five year period

Maximum Incentive

You can combine any number of these incentives for your property as long as the total amount of all incentives does not exceed \$20,000. If you own a large multi-tenant building, you may be eligible for up to \$40,000

Full details of these incentives are available in the City of Elliot Lake Community Improvement Plan. To view a copy of the CIP and to obtain an application form, contact the City of Elliot Lake's Economic Development Office or visit the Invest section at www.cityofelliotlake.com





City of Elliot Lake

Community Improvement
Plan

2016



City of Elliot Lake

Community Improvement Plan

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City of Elliot Lake

Community Improvement Plan

July 14, 2008

1. Background, Basis and Authority

1.1 Interest in Community Improvement

The City of Elliot Lake proposes to update the existing Community Improvement Plan to provide assistance to business owners and operators in the City with incentives to improve the physical characteristics of their buildings and properties. Initial interest was with the existing commercial areas in the downtown core and along Oakland Drive, and in the two industrial areas of Timber Road and Perini Road. Council set aside budget funds to provide incentives for Community Improvement in its 2008 budget, and individual businesses have expressed interest in participating in the program. To date over 20 businesses have accessed funds through the Community Improvement plan, and funds are still available for the project. The updates to the project will be aimed at creating more interest, and fostering new investment for beautification of the commercial areas.

Much of the City's commercial and industrial infrastructure was developed over the past 50 years, as the community expanded. In many instances, development standards have changed over the years, resulting in a need for private and public sector infrastructure improvements. From the early 1990's, The City has had to change its focus on transforming its economy from a mining community. During that time, the impact on the commercial and industrial sector has been significant, with a population and employment base that was inadequate to sustain the commercial sector and allow it to reinvest in their businesses and buildings.

Reports undertaken by the City over the past 15 years have highlighted specific areas of needed infrastructure improvement, from both the private and public sectors.

The initial areas the Community Improvement Plan focused on were primarily the downtown core, Oakland Boulevard and were extended to cover the North and South Industrial Areas.; however this has left some commercial operators without access to funding. There has been interest by these operators throughout the life of the Community Improvement Plan to date; and consideration should be given to expanding the areas.

The need for community improvement in Elliot Lake has been well established over the past number of years. The City has commissioned a number of studies which have provided an overview of the need for Community Improvement in the City and in the commercial and industrial areas, along with various recommendations on improvements. These include:

- Highway 108 Corridor Study, March, 2006 (Planscape)
- Winter City Design principles (Official Plan)
- Downtown Core and Industrial Area Improvements, October, 1996 (Bywater Mitchell Architects)
- Conceptual Design, Landscape Improvements Elliot Lake Highway 108 Corridor, December, 2007 (Draft) (Envision)
- Official Plan Review

In addition to the previous identification of the need for Community Improvement, the City has convened discussions with the business community to discuss community improvement, including a meeting with business operators in November, 2007, a Business Operator Workshop on February 12, 2008 and a business operator survey in March and April 2008.

Council subsequently reviewed various issues and options related to Community Improvement at its meeting of April 23, 2008, and provided some additional direction on the range of programs and potential project areas.

On May 26, 2008, council passed By-law 08-31 to establish Community Improvement Project Areas. A copy of By-law 08-31 is attached as Appendix 1.

Notice of a public meeting was published in the local newspaper beginning on May 28, 2008. A copy of the notice is attached as Appendix 2.

Since the Community Improvement Plan was adopted by Council, there have been over \$330,00 of eligible grant funding approved (grant amounts approved, actual paid out costs may differ slightly). The project has been successful to date, and would be beneficial for the Municipality and the commercial operators to continue the program.

1.2 Section 28 of the Planning Act

The Planning Act allows municipalities, under Section 28 of the Act, to become involved in Community Improvement Plans and to provide specific financial incentives to business owners to assist in Community Improvement. The municipality is required to have policies in its Official Plan respecting community improvement.

The Municipal Act generally prohibits municipalities from providing financial “bonuses” or incentives to private businesses unless they are exercising their powers under Section 28 of the Planning Act.

Section 28(1) of the Planning Act states that a “community improvement project area means ... an area within a municipality, the community improvement of which in the opinion of the council is desirable because of age, dilapidation, overcrowding, faulting arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”. The existing commercial and industrial areas of the City of Elliot Lake

would be eligible for designation as community improvement project areas. It may also include the provision of affordable housing.

The City may become involved in any of the following activities within a community improvement project area:

- Acquire, hold, clear, grade or otherwise prepare land for community improvement – Section 28(3).
- Construct, repair, rehabilitate or improve buildings on land acquired or held by it, or sell, lease or otherwise dispose of any land or buildings acquired or held by it, in conformity with the Community Improvement Plan – Section 28(6).
- Make grants or loans to registered or assessed owners, and tenants of lands and buildings within the community improvement project area to pay for all or part of the eligible costs of rehabilitating such land and buildings in conformity with the community improvement plan - Section 28(7).
- The total of the Grants and Loans made under section 28(7) and 28(7.2) and the tax assistance as defined in Section 365.1 Municipal Act, 2001, shall not exceed the eligible cost of the Community Improvement Plan with respect to these lands - Section 7.3.

Section 28 also provides procedures that are to be followed in the preparation and approval of a Community Improvement Plan.

1.3 City of Elliot Lake Official Plan

The City's Official Plan contains policies to allow the City to be involved in Community Improvement. The Elliot Lake Urban area is designated as a potential Community Improvement Plan Area. Individual project areas may include the existing commercial and industrial areas.

The following are excerpts from the Official Plan relating to Community Improvement:

5.11 Community Improvement

Community Improvement may be defined as activities that maintain, rehabilitate and redevelop the existing physical environment of an area to accommodate the social and economic priorities of the community.

5.11.1 Goal

To improve the quality of life for the residents of Elliot Lake by maintaining and developing a physical environment that is attractive, complementary to the surrounding area, of a standard of construction suitable to the public health and safety of the residents and that provides for the community service and facility needs of residents.

5.11.2 Objectives

- 1. Maintain, upgrade and extend municipal services such as piped water supply and sewage disposal, street and pedestrian walkway lighting, road, traffic managements and parking services and facilities;*
- 2. Maintain, upgrade and provide new areas for municipal parks, recreation and cultural facilities throughout the Municipality;*
- 3. Encourage the maintenance, rehabilitation and renovation of existing buildings and streets;*
- 4. Develop an attractive and accessible pedestrian network system throughout the municipality;*
- 5. Maintain, rehabilitate and further develop the Central Commercial Area and Highway 108 Corridor into an area that provides a focus for the retail commercial, institutional, community public service and cultural needs of residents;*
- 6. Provide the basis for a program for municipal financial incentives to encourage the rehabilitation and improvement of private lands;*
- 7. Encourage consistency in urban design and signage while recognizing the importance of diversity and character of the existing built form; and*
- 8. Improve connections between commercial areas, the lakes and recreational trails.*

5.11.3 Criteria for Selection of a Community Improvement Project Area

Council when determining the need to delineate a part or parts of the Municipality as a Community Improvement Project Area shall apply the following criteria;

- 1. Inadequate pressures and volume in the piped water and undersized or deteriorated sewer facilities servicing area;*
- 2. The lack of or inadequacy of pedestrian walkways or recreational trails;*
- 3. The lack of or inadequacy of space and facilities for public parks, recreational and cultural features;*
- 4. The substandard construction or maintenance of existing buildings that cause a public health and safety problem, negative aesthetic impression and/or an*

- unattractive physical atmosphere that decreases the potential for retaining or developing a viable residential, commercial, industrial, or institutional area;*
5. *The lack of parking facilities and/or inadequate design of such facilities;*
 6. *The lack of or inadequacy of local roads to provide efficient and safe transportation service;*
 7. *The lack of visual and social amenities such as street and pedestrian landscaping and furniture, buffering, display centers, sheltered pedestrian areas and lighting systems;*
 8. *The lack of community cultural and entertainment facilities; and*
 9. *Where there is a conflict between neighboring land uses (e.g. where noxious conditions from an industrial use impact a residential area); or the underutilization of existing lands in areas intended to serve as major community focus or activity areas.*

This Plan is primarily intended to provide a framework for incentives for private sector improvements within the existing commercial areas.

2. Purpose

The purpose of the updates to the Community Improvement Plan is to adopt a program of municipal financial incentives that encourage the redevelopment and improvement of private lands.

A second purpose is to identify, in general terms, public sector works that will need to be coordinated with private sector improvements for efficient use of public and private infrastructure.

3. Community Improvement Project Areas

For the purposes of the CIP, the Community Improvement area would be considered the urban settlement area of the City of Elliot Lake. Specific Community Improvement Project Areas shall be reviewed and defined by Council with a corresponding bylaw and accompanying map clearly defining the eligible area. Community Improvement Project Areas defined by Council must be for the purpose of redevelopment and in accordance with the definition of a community improvement project area according to Section 28 of the Planning Act;

“a municipality or an area within a municipality, the community improvement of which in the opinion of Council is desirable because of age, dilapidation, overcrowding, fault arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason.”

Council passed By-law 08-31 on May 26, 2008, which identifies Community Improvement Project Areas. A copy of By-law 08-31 is attached as Appendix 1 to this Plan.

4. Façade Improvement Guidelines and Urban Design Guidelines

The full implementation of the Community Improvement Plan is predicated on the preparation of updated Façade Improvement Guidelines and Urban Design Guidelines that apply to the Community Improvement Project Areas.

Façade Improvement Guidelines were adopted by the City and all applicants were required to detail how their improvements aligned with them. There was a Community Improvement Plan Committee that met and reviewed all applications to ensure eligibility and that design guidelines were met. It is proposed that the same guidelines and criteria for review and approvals will be utilized.

5. Community Improvement Objectives

Within the context of this Community Improvement Plan, the following objectives will guide decisions on financial incentives:

1. To develop the commercial areas in general, and the downtown core in particular as a focus of activity and a gathering area to attract people.
2. To strengthen the vitality and economic viability of the businesses within the Community Improvement Project Areas;
3. To stimulate new investment in public and private lands;
4. To encourage consistency in urban design and signage while recognizing the importance of diversity and character of the existing buildings and areas;
5. To provide an attractive, safe, accessible and pedestrian friendly environment;
6. To improve pedestrian and vehicular circulation and connectivity within and around the Community Improvement areas, particularly in relation to the Highway 108 corridor and Horn and Porridge Lakes;
7. To improve the visual characteristics of the business community to provide a more pleasant shopping experience for patrons;
8. To encourage the industrial areas to redevelop in a more environmentally sustainable and visually attractive fashion.

6. Private Business Incentive Programs

The incentive programs will provide assistance with initial background planning and design, the construction of specific facilities, as well as with mitigating the impacts of any potential assessment and tax increases on properties resulting directly from the improvements constructed.

In order to implement the Community Improvement Plan, the City will provide the following incentives to private property owners and business owners within the Community Improvement Plan Area:

a. Planning and Design Grant

- i. The purpose of this grant is to offset the costs associated with preparing the necessary plans and drawings that will outline the extent of the improvements being applied for.
- ii. The City will provide a “one-time” grant of 75%, to a maximum of \$1,500 toward the cost of the preparation of architectural plans and site plans for building façade improvements, signage improvements or landscaping and property infrastructure improvements.
- iii. The grant will be conditional on the architect being approved by the City to ensure a consistent approach and adherence to design standards.
- iv. The grant would be paid in two equal installments, the first upon approval of the design drawings, and the second installment upon completion of the works.
- v. This grant will be available once the Community Improvement Plan is in effect.

b. Building façade improvements

- i. The purpose of this grant is to provide assistance toward improving and updating building facades to renew the facades and improve the attractiveness of the buildings.
- ii. The grant is open to both building owners and commercial tenants (operators), however, no grant can be issued to two separate parties for the same project or work to be done.
- iii. The façade improvement program will have two components: the first related to the main entrance/front of the building or storefront, and a second component for exterior side and rear building components that are highly visible from the street, public sidewalks or public or private parking facilities.
- iv. It is recognized that facades and storefronts vary considerably in width and height for buildings in the Community Improvement Areas. As such, the maximum grant available is proposed to vary by the size of the facility to which the improvements are proposed. The City may provide specific guidelines to assist with understanding the maximum amounts that may be applied to specific structures.
- v. If a building has 2 storeys, any façade improvement for a storefront shall include both storeys.
- vi. The grant for the main façade improvements will equal 50% to a maximum of:
 1. \$6,000 toward the façade improvement for a façade that is one storey in height and up to 10 metres in width;
 2. \$10,000 toward the façade improvement for a façade that is two storeys in height or 10 metres or more in width.
- vii. The grant for side or rear façade improvements will equal 50% to a maximum of \$5,000 per side/rear, but not to exceed a maximum of \$7,500.
- viii. The extent of the Grants will be outlined in the agreement between the applicant and the City, and would be paid when the work is complete, as determined by the City’s Chief Building Official.

- ix. This component of the program may operate in a staged fashion, based on the timing of the request for improvements, and may be considered in advance of the completion of the Façade Improvement Guidelines or Urban Design Guidelines.
 - 1. The owner/operator may engage the services of an architect from a list previously agreed to by the City;
 - 2. The City may provide the services of an architect to design the proposed improvements (this would then be in lieu of any further grant for the preparation of designs noted in section 6.a above);
 - 3. The owner/operator may hire its own architect or designer, and have the plans reviewed by an architect retained by the City.

c. Signage (and awnings and street numbering)

- i. This grant will assist applicants (owner or tenant) with replacing and updating existing signage. Signage improvement, including street numbering and awnings (seasonal or permanent) may be included.
- ii. A grant of 50% up to a maximum of \$2,000 will be available for the following projects:
 - 1. Removal of inappropriate, older or obsolete signs;
 - 2. Erection of appropriate signs or awnings in accordance with the Façade Improvement Guidelines and Urban Design Guidelines or plans approved by the City;
 - 3. Lighting improvements associated with the signage.
- iii. The grant is available initially as a one time grant for a property; a grant may be provided for a subsequent replacement sign by a new owner/operator, at 50% to a maximum of \$1,000.
- iv. The grant would be paid when the work is complete.
- v. Until the Façade Improvement Guidelines and Urban Design Guidelines are complete, the City may approve grants for signage improvements, similar to the process noted above for Façade Improvements.

d. Landscaping and property improvements

- i. The purpose of this grant is to provide assistance for upgrading the business property, including parking areas, boulevards, and other landscaping features including roofscapes and murals.
- ii. This grant is available to the owner of the property.
- iii. A grant of 50% up to a maximum of \$10,000 will be available for the following:
 - 1. improving the landscape between parking areas and the roadway, or between parking areas and the building;
 - 2. driveway entrance and walkway improvements.

- iv. As noted in the downtown core, rooflines are visibly deteriorating; eligible applicants who have a roof as a sightline in the downtown core may utilize their grant to improve the overall image of the roof, creating appealing roofscapes.
- v. Improvements that require the provision of public infrastructure improvements as a prerequisite for completing the on site landscape improvements (e.g. removal of drainage swales and provision of improved storm water management along the roadways), then such improvements may be deferred until the public infrastructure is completed.
- vi. The grant would be payable upon completion of the works.

e. Upgrade to Building Code (Structural Improvements)

- i. There are two components to this grant: accessibility and energy efficiency. It is to assist with making building improvements required to upgrade existing buildings to bring them into full compliance, or more into compliance, with the current standards of the Ontario Building Code, or to provide additional assistance to support accessibility.
- ii. The grants are available to building owners and tenants with the written authorization of the owner.
- iii. Accessibility
 - 1. While this may need to be coordinated with sidewalk and public infrastructure improvements, the grant will be used to provide accessible entrances and internal accessibility for grade level store fronts and offices. Where public infrastructure improvements are needed as a prerequisite to developing accessible entrances, this portion of the grant will be deferred until the public infrastructure works are developed.
 - 2. The grant will be 75% up to a maximum of \$5,000 toward the costs of improving accessibility to buildings. This grant may be in addition to the Façade Improvement Grant.
- iv. Energy Efficiency
 - 1. Additional retrofitting related to the façade improvements that would cover additional costs associated with improved insulation, or improved energy efficient windows may be considered for an additional grant.
 - 2. Improvements beyond those noted above are not covered at this time, but may be considered at a future date (see Section 7, Future Programs)
 - 3. The grant will be 50% up to a maximum of \$1,500 toward the costs of providing additional energy efficiency components. The grant may be used to cover the expenses of consulting services for energy audits.
 - 4. Where the grant is used to offset the costs of consulting services for the energy audit, the grant will only be paid out if the recommendations of the energy consultant are implemented.

5. Applicants are encouraged to obtain funding from other sources/programs to assist with energy efficiency retrofitting (such as the Ontario Eco-Energy program).
- v. The grants would be payable upon completion of the project.

f. Planning Application Fee and Building Permit Fee Grant

- i. This program will provide assistance with financing the cost of development by providing a grant to offset the amount of the applicable planning and building permit fees;
- ii. A property owner or a tenant (with the written consent of the owner) is eligible for this program;
- iii. This grant program only applies for approvals related to other approved grant programs in the Community Improvement Plan;
- iv. This grant includes site plan approval fees, applications amendment fees (if needed – for example, variance or zoning amendment) and building permit fees for eligible works;
- v. This will be a “one time” grant to the applicant and represents an amount equivalent only to the fees as outlined in the tariffs and fees by-law, as amended, of the City;
- vi. All fees will be paid at the time of application for approvals, with the grant payable as noted below;
- vii. Grants will be provided in the amount of 100% of the eligible planning and building permit fees, to a maximum of \$5,000 in building permit application fees; and 75% grant of a maximum of \$1,500 in planning application fees;
- viii. This grant would be transferrable to a new owner/tenant, provided the new owner/tenant enters into an agreement with the City;
- ix. This grant will be payable as follows:
 1. Upon approval of the planning application;
 2. Upon completion of the final inspection by the Building Dept for any works covered by the building permit fee.

g. Property tax increment grant

- i. This program will provide economic incentive for the rehabilitation of properties by providing a grant to the owner of the property to pay a portion of the municipal taxes (excluding education taxes) attributable to the increased assessment over a 5 year period. The effect of this grant would be to phase in any tax increase relating to a revised property assessment resulting from the property improvements.
- ii. Only the property owner is eligible for this program.
- iii. This grant will only be available where the property and building improvements undertaken through other Community Improvement grant programs result in an increase in the municipal share of the increased taxes (excluding education taxes) of a least \$200.00 per year.

- iv. Once a grant is made under this program, the property to which it is applied will not be eligible for another grant under the same program. (Note: a single grant application will cover the 5 year time frame, with the agreement to reflect the terms of the grant, as noted below)
- v. Calculation and terms of the grant:
 1. The grant will be provided in accordance with a grant schedule to the registered owner(s) of the property on an annual basis;
 2. The grant is calculated based on the increased assessment value after the renovation/construction (as determined by the Municipal Property Assessment Corporation MPAC) at the tax rate that was applicable in the year the renovation/construction was completed; the annual grant is based upon changes in property taxes as a result of construction and improvement. The annual grant is not based upon occupancy or changes in occupancy.
 3. The grant represents a percentage of the increase in municipal taxes (excluding education taxes) payable resulting from the improvements;
 4. The grant will be provided for approved projects on a declining basis over a 5 year period as provided below: (Note: assessment is fixed from year 1 and the change in assessment is to be determined by MPAC such that the market value portion of increased assessment is not eligible.)

Year of Increased Assessment Value	Grant as a percentage of the Year 1 of the Municipal portion on increased assessment value
Year 1	100 %
Year 2	80%
Year 3	60%
Year 4	40%
Year 5	20%
Year 6	0

5. All property tax installments owing for each year must be fully paid for the entire year prior to the provision of any annual grant amount under this program. If a property tax installment is missed, or payment is late, the City will have the option, without notice and at its own discretion, to terminate all future grant payments;
6. The City will not pay an annual grant which exceeds the City's portion of the property tax collected in any year on the increased assessed value;

7. Tax increases resulting from general re-assessments, changes in tax legislation or increases in the tax rate are not eligible to be considered for the purposes of calculating this grant;
8. If the property is sold, in whole or in part, before the grant period expires, the subsequent owner(s) is not entitled to future grant payments;
9. The amount of the grants over the life of the program shall not exceed Eligible costs as per Section 28(7) and 28(7.2) of the Planning Act, as amended.
- vi. The City may at any time discontinue the grant program, however, any existing participants in the program will continue to receive the grants as determined for their properties until the conclusion of their approved schedule.
- vii. Grants will be paid over a 5 year period, with year 1 of the programs being the first full calendar year in which taxes are paid after the project has been completed and re-assessed (For example, if an eligible building is completed in 2008 and re-assessed in 2009, year 1 of the grant schedule would commence in 2010, with the first annual grant to be provided at the end of 2010.
- viii. This grant requires approval from Council.

7. Future Programs:

It is contemplated that the City may wish to expand the scope of the programs available to assist the building community. Such programs may include:

- Residential conversions/improvements for second storey residential units, to retrofit the space to create affordable housing that meets Building and Fire Code requirements;
- Major structural improvements, such as, bring the building up to current Building and Fire Code standards, with the intention of making the buildings structurally sound, safer and more efficient, leading to lower operating and maintenance costs for business operators;.
- Energy Efficiency improvements (beyond those provided in relation to the façade improvements).

Such programs may take the form of loans or grants.

The addition of these programs will be undertaken through an amendment to the Community Improvement Plan, and will be introduced following a public meeting and adoption of the amendment.

8. Grant Eligibility requirements

a. Agreement

All applicants that are approved to receive a grant will be required to enter into an agreement with the City that specifies the terms of the grant. The terms may include such matters as the total amount of the grant to be provided, entitlement to the grant if the property is sold, the

applicant' obligations if the applicant defaults on the agreement, provisions for audit associated with the actual costs associated with the application.

b. Application

All applicants shall submit an application for the specific grant program(s) to the City prior to the commencement of any works and prior to the issuance of a building permit. Submission of drawings and/or plans may be required as part of the application.

Where a building is multi-tenanted, preference may be given to façade improvement applications that provide a comprehensive façade improvement to an entire building in order to maximize the benefit of the improvements.

c. Eligibility

The owner is eligible for the grant programs. Where a tenant proposes to undertake the improvement for a particular project, written approval from the owner is required.

d. Expiration of grant

Approvals of grant programs will expire if work is not completed within 18 months from the date of execution of the agreement between the applicant and the City. Any request for an extension beyond 18 months shall be subject to the approval of the Economic Development Committee.

e. Grants payable upon completion of the project

Unless otherwise specified, grants will be advanced to the applicant upon full completion of the works, final inspection and approval and/or issuance of any required certificates, all to the satisfaction of the City. Progress payments will not be made.

f. Maximum Grant

The grant programs recognized in this Community Improvement Plan may be combined in a manner that will permit more than one grant per property provided all eligibility criteria and conditions are met for each program. Where this is permitted, the total financial incentive in the form of grants to an applicant or for an individual property shall not exceed \$20,000, with the exception of the Tax Increment grant, which shall be in addition to any other grant. This maximum grant applies to multi-tenant buildings as a whole, however, where the façade improvements apply to multi tenant two storey buildings with a width of 20 metres or greater, the maximum grant may be up to \$40,000 for the building.

The total of all grants combined under all programs shall not exceed Eligible costs of the community improvement plan with respect to those lands and buildings.

The grant programs are not meant to preclude an applicant from being eligible for other grant and/or loan programs offered by other agencies or as part of a future Community Improvement Plan.

As the eligible cost areas remain the same, but some projects have been updated; applicants who have already received funding but did not receive in each eligible category may make one additional application specifically to the new area of funding or for a project they had not completed yet.

Ex: Applicant A has received funding for façade improvements but has not yet applied for accessibility funding; Applicant A has an allowance to apply one additional time to the Community Improvement Plan for accessibility upgrade costs.

g. Tax Arrears or other charges (monies owing to the City)

Lands or buildings shall not be eligible for any grants if they have any tax arrears, outstanding utility charges or any other legal claim, lien or order or any other charges or claims that may adversely or abnormally affect title of the property, other than mortgages in good standing.

All grants applicable to a specified property shall not exceed the post improvement value of the building and property regardless of any other program criteria that may apply.

h. Third Party Agreements

Grants are not to be part of any third party agreement (e.g. between the owner/operator and subcontractor).

i. Transferability to other properties

Unless otherwise specified, approved grants allocated to a specific property are not transferable to any other property, but may be transferred to a new owner/operator of an approved property.

j. Works already commenced

Grant programs are not retroactively applied to works started or completed prior to the approval of an application.

9. Staging of community improvements

Community Improvements that require public sector improvements shall not be initiated until the City has prepared its required studies, unless the City is satisfied that such improvements may proceed without compromising future public sector improvements.

Where the grant amounts requested exceed the City's available budget for a given year, the applicant may opt to defer the grant application to a subsequent year when funds are available.

10. Public Facilities

This Community Improvement Plan focuses on financial incentives for private businesses.

Through the background review of this Plan, certain public works have been identified as potentially contributing toward community improvement in the commercial core and in the industrial areas. These include:

- Parking area improvement and improved vehicular circulation;
- Acquisition of specific properties that may be required to accommodate improved pedestrian and vehicular circulation through the project areas;
- Improved landscaping and the provision of street furniture in strategic locations throughout the core, especially given the topographic features of the core area and the steep inclines in various locations;
- Improved pedestrian access and movement through the core area;
- Provision for "way signs" and directional signage at pedestrian level to assist with circulation;
- Improved storm drainage and definition of boulevards in the Perini Road industrial area;
- Provision or construction of municipal playgrounds, parks, market areas and other facilities that will attract people to the commercial areas.

The City will undertake such studies as are necessary to identify and recommend appropriate improvements to these facilities, following which they may be implemented through this Community Improvement Plan.

11. Sale of Land

The City may dispose of land or buildings in the Community Improvement Project Areas in accordance with the provisions of Section 28(10) of the Planning Act.

12. Implementation

a. Administration

The Community Improvement Plan will be administered by the City of Elliot Lake Economic Development Division, with assistance from other City Departments, as required to administer components of the Plan.

There is a review committee to review and approve applications of grants for façade improvement, signage improvement and for landscape improvements.

b. Financing of Improvements

Council will establish an annual budget for grants related to Community Improvement projects. Funds may be allocated to public works as well as incentive programs.

Grants will be made available subject to available funding.

Given budgetary limitations for available funding, there may be instances when an application cannot be processed in the current fiscal year, in which case it may be considered in a subsequent fiscal year, subject to available funding.

A grant application may be approved for an amount less than the determined entitlement and less than the maximum amount allowed under a given program.

c. Property Standards

The City will review and revise, if necessary, its Property Standards By-law. All works approved through the Community Improvement Plan shall comply with the Property Standards By-law, as amended from time to time.

d. Sign By-law

The City will review and revise, if necessary, its Sign By-law under the provisions of the Municipal Act, 2001, as it relates to the Community Improvement Project Areas. The By-law will provide regulations for new signs to implement the design guidelines and provide a basis for reviewing applications for improved sign grants.

e. Monitoring and Amendments

The City will review the programs and activities relating to Community Improvement to determine their effectiveness. Council may amend this Plan as is necessary to ensure that the program remains relevant.

The availability of funds for grant purposes will be reviewed by Council as part of its annual budget deliberations. The funding available on an annual basis will not require an amendment to the Plan unless the funding is proposed to apply to new programs that are not contemplated in this Plan.

Appendix 1

**By-law 08-31
To designate Community Improvement Project Areas**

THE CORPORATION OF THE CITY OF ELLIOT LAKE

B_{Y-LAW} NO. 08-31

Being a by-law to designate Community
Improvement Project Areas.

WHEREAS: Section 28(2) of the Planning Act R.S.O. 1990, cP13, as amended, authorizes a municipality to designate Community Improvement Project Areas,

WHEREAS: the Official Plan for the City of Elliot Lake includes policies relating to Community Improvement in the City of Elliot Lake,

WHEREAS: the Official Plan establishes that the City may prepare Community Improvement Plans under the provisions of Section 28 of the Planning Act to provide a comprehensive and coordinated plan to encourage improvements to public and private lands, and;

WHEREAS: the Council of the Corporation of the City of Elliot Lake has deemed it desirable to designate certain lands within the Central Commercial and Industrial Areas as Community Improvement Project Areas under the provisions of the Planning Act in order that a Community Improvement Plan may be prepared for those areas.

NOW THEREFORE BE IT RESOLVED: the Council of the Corporation of the City of Elliot Lake enacts as follows:

1. That the lands shown on Schedule 'A', attached to and forming part of this Bylaw are hereby designated as Community Improvement Project Areas under the provisions of Section 28(2) of the Planning Act R.S.O. 1990, cP13, as amended.

PASSED this 26th day of May, 2008.

Mayor

City Clerk

Age Friendly Elliot Lake

Final Report & Action Plan



Figure 3

Prepared By: Amanda Roy
Community Planning Intern
City of Elliot Lake
April 2017

Acknowledgements

The work summarized in this report was the result of collaboration between the City of Elliot Lake, the Age Friendly Working Group, the Northern Ontario School of Medicine, Laurentian University, the community members of Elliot Lake. The Elliot Lake Age Friendly Action Plan was funded by the Age Friendly Community Planning Grant through Grants Ontario.



Funding provided by:

Executive Summary

An Age Friendly community adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities (World Health Organization, 2007). Not only does an Age Friendly community benefit older people, but people of all ages.

In June 2015, the City of Elliot Lake received the Age Friendly Community Planning Grant. This grant was used to create the Age Friendly Elliot Lake Action Plan through focus groups, public consultations and survey of the community. This Action Plan is to help improve Elliot Lake's age-friendliness and overall quality of life for community members. The five year plan outlines strategies and goals to improve Elliot Lake in eight key areas:

- Outdoor Spaces & Buildings
- Transportation
- Housing
- Social Participation
- Respect & Social Inclusion
- Civic Participation & Employment
- Communication & Information
- Community Support & Health Care Services

The Action Plan contains short, medium and long term goals. Each of these goals includes action step(s), timeframe and resources required to accomplish the goal.

Close to 500 people responded to the survey. The survey was limited to those who lived or worked in Elliot Lake. Age of respondent's ranged from teens to nineties. However 36% of respondents were in their fifties or sixties and were primarily female overall.

The results of the survey, which are outlined in this report, identify the current age-friendliness of Elliot Lake and provide information regarding the gaps and the needs in the community to make the City more age-friendly.

This report will address the steps followed in order to create the Age Friendly Elliot Lake Action Plan. This included research, focus groups, community based survey, and public consultations, as well as meetings with the Age Friendly Working Group.

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Introduction

History of Elliot Lake

Elliot Lake is truly unique, in its population and the beautiful and vast nature that surrounds it.

Established in 1955 after uranium was discovered in the area, Elliot Lake became a booming mining town with a population of 20,000. In the late 1980s, with the Cold War over and interest flagging in uranium, the mines began to close. Over 4,500 layoffs devastated the City. Instead of accepting defeat, the City managed to band together, and create a new primary industry---residents.

Vacant homes were marketed and sold or rented to retirees, who've been retiring to Elliot Lake since the early 1990s. Due to retirement living, cottaging, tourism and some entrepreneurial business people, the City of Elliot Lake has rebounded and has managed to maintain some infrastructure that was designed for a booming mining community and the population has stabilized at approximately 10,000.

How Age Friendly is Elliot Lake?

Given the history of Elliot Lake the move to re-establish the community from mining to retirement resulted in a City that had one of the highest average age populations in Canada and planning for older adults was a requirement for success. This resulted in Elliot Lake being well on the way to being an Age Friendly community.

Healthcare

The community of Elliot Lake is equipped with facilities to provide a continuum of care, from acute hospital care and health clinic care, to assisted living and home care services. The community is also served by a full complement of medical professionals and services including optometrists, opticians, dentists, denturists, chiropractic clinics, and other health and wellness services.

There are a number of specialized health care suppliers and services within the City. There are a variety of services that offer safety and convalescent aids, oxygen services, medical supplies, valet services and home care. There are a number of agencies that deal with emotional support and counselling services as well as substance abuse counselling.

Accessibility

The City of Elliot Lake is committed to reviewing its practices, processes and policies with respect to removing barriers for persons with disabilities. Under the Accessibility for Ontarians with Disabilities Act, the City of Elliot Lake established the Accessibility Advisory Committee, to assist the City in identifying and eliminating barriers.

Emergency Services

The City of Elliot Lake is well prepared to respond to emergency situations. The City is home to a fire hall, ambulance base station and a full complement police force. In addition, the City is well serviced by response agencies and has a very detailed Emergency Management Plan supported by a staff coordinator. This plan can be accessed through the City's website, www.cityofelliotlake.com, or by contacting City Hall, 705-848-2287.

Transit and Transportation

The community has an excellent local public transit system. A new transit schedule was produced December 19th 2016. Transit service is provided by municipally owned and maintained accessible buses. The fleet includes accessible busses as well a specialized transit for those with special needs. In Elliot Lake 95% of residence are within a 5-minute walk of a bus stop.

In addition to the transit service provided by the municipality, there are also taxi services, personalized transportation, vehicle rental services and shuttle services provided to Greyhound bus service.

Groups, Clubs and Activities

Elliot Lake offers a wide range of groups, clubs and activities for people of all ages; whether it's walking/hiking programs, organized/unorganized sports, various clubs, camps, or special events, there is always something happening in Elliot Lake for people to join and be a part of.

Arts, Culture, Facilities and Outdoor Spaces

Elliot Lake has a vibrant and active arts and culture community. From the visual arts to theatre to music and dance, and everything in between. Elliot Lake is home to a gallery, museum and theatre all at the Lester B. Pearson Civic Centre. There is also an arena and outdoor ice rink, a municipal pool, multiple beaches, boat launches, sport fields and courts, parks and playgrounds, and an abundance of trails.

Purpose of Report

The purpose of the report is to identify the process followed to establish the Age Friendly Elliot Lake Action Plan, and will summarize the results derived from the survey.

Recommendations are intended to provide useful tools accessible by all sectors of the community including citizens, businesses, organizations, and service providers.

Timeline of Age Friendly Elliot Lake

- In 2015 the City of Elliot Lake received the Age Friendly Community Planning Grant. This grant was used to create the Elliot Lake Age Friendly Action Plan. Once the grant was received, more research on Age Friendly communities was initiated and this resulted in planning the focus group sessions with service providers, agencies, organizations, activity groups, and business owners.
- In January 2016 the City of Elliot Lake partnered with the Northern Ontario School of Medicine (NOSM). The partnership provided assistance with the facilitation of focus group sessions, drafting and distribution of the survey, and collection of the resulting data. The survey was reviewed by the Ethics Review Board at Laurentian University and received ethical approval.
- The Age Friendly Working Group was also established concurrently. This group was comprised of three volunteers and a City staff member.
- In August 2016 the survey was deployed throughout the community with the assistance of NOSM summer students. Four public consultations were held in addition to the survey.
- In September 2016 data collected from the survey was analyzed.
- October 2016 to April 2017 a final report was drafted in addition to Elliot Lake's Age Friendly Action Plan. This plan was reviewed by the Age Friendly Working Group to gain feedback and make changes if necessary before presenting it to the Economic Development Standing Committee.
- In April 2017 the final report and Age Friendly Action Plan was presented to Elliot Lake's Municipal Council for review and approval.

Goal

There are two main goals of the Age Friendly Elliot Lake project. The first is to acquire designation as an Age Friendly Community by the Province of Ontario and the World Health Organization (WHO). The second is to improve Elliot Lake's overall accessibility and inclusiveness of people with varying needs and capacities. Successful recognition as an Age Friendly Community will allow the City to advertise as such, increase opportunities for research, potential job creation, networking, partnerships and funding opportunities.

Age Friendly Survey Methodology

The survey was intended to reach as many people as possible throughout Elliot Lake who live and/or work in the community. The sample size that was required for the survey was determined by an online program called Raosoft. The sample size required was 372. The number of respondents that completed the survey was 478.

The survey was created through focus group sessions focused on the eight key areas that the WHO identifies (outlined on Page 2). There were nine separate focus group sessions held on a one time basis. One key area, Community Support & Health Care Services, was split up into two focus group sessions as this was a large spanning group with many potential participants. Those invited to the focus groups were carefully selected by City staff. Individuals included business owners, organizations, private sectors, agencies, and activity groups. The focus groups were meant to gain information and feedback from the eight age friendly areas. From that information, a survey was created for the completion by community members to gain feedback and input. The survey was a tool to help identify the needs and the gaps in the community.



Survey Design

The survey was designed by City staff, partners at the NOSM office in Elliot Lake and the Age Friendly Working Group.

The survey was divided into the eight key areas that the WHO identifies and under each of the eight areas there were questions that were derived from information gained from the focus group sessions.

The questions were straight forward and gave the options 'Yes', 'No', 'I don't know', and 'Not applicable'. Some questions included the respondents gender, age, household income, whether the person lives or works in Elliot Lake, as well as questions pertaining to groups, services and activities in the community and which ones they have heard of or are a part of. The survey also contained comment sections after each grouping of questions for people who wanted to elaborate on their answers. It should be noted that any additional comments written beside survey questions on the paper based copies were inputted into survey monkey in the comment sections.

The survey was available to the community for two weeks in August. The survey was available online or paper based and it was available in both Official languages.

There were pick up and drop off locations for the paper based survey; City Hall, the Civic Centre, and the Pool. As well, for a week the City staff member in charge of the project along with NOSM summer students were at various locations in Elliot Lake, including Retirement Living apartment buildings activity rooms discussing the project and distributing the survey.

There were four public consultations held. These consultations were for people to gain more information and ask questions about the Age Friendly Elliot Lake initiative and to complete the survey if desired.

In order to more accurately read the survey data it was decided that the options 'I don't know' and 'Not Applicable' be removed from the analyses giving a truer percentage to the questions, leaving only 'Yes' and 'No' answers, and of course the comment sections.

The survey did what it was meant to do. It identified needs in the community. The results of the survey were the building blocks for the Age Friendly Elliot Lake 5 Year Implementation Action Plan.

The survey questions related to physical and social environments within Elliot Lake and have been grouped within each of the eight areas of age-friendliness as identified by the Age Friendly Elliot Lake Action Plan. Table 1.0 defines each of the eight areas:

Table 1.0

8 Areas of an Age Friendly Community	Definition
Community Support & Health Care Services	<ul style="list-style-type: none"> • A range of services that help promote, protect, and maintain independence and mental and physical health should be available and accessible to people of all ages and health statuses
Respect & Social Inclusion	<ul style="list-style-type: none"> • Community attitudes of respect and recognition to the role older adults play in our society are critical to establishing an age-friendly community. Age-friendly communities foster positive images of aging and intergenerational understanding to challenge negative attitudes
Transportation	<ul style="list-style-type: none"> • Personal mobility is affected by the condition and design of transportation-related infrastructure such as signage, traffic lights and sidewalks. Access to reliable, affordable public transit becomes increasingly important when driving becomes stressful or challenging
Outdoor Spaces & Buildings	<ul style="list-style-type: none"> • Neighbourhoods that are safe and accessible enable outdoor activities and community engagement. This involves removing barriers that limit opportunities for people with mobility challenges or disabilities. It also involves allowing older adults to participate in social activities or to access important health and social services and businesses
Civic Participation & Employment	<ul style="list-style-type: none"> • Civic engagement involves activities that enable older adults to contribute to their community, such as volunteering, becoming politically active, voting and working on committees. Age-friendly communities enable older adults to remain employed or find new employment. This also

	benefits employers who recognize the experience and commitment that older employees bring to the workplace
Communication & Information	<ul style="list-style-type: none"> Age-friendly communities ensure information about community events or important services is readily accessible and in formats that are appropriate for older adults. An age-friendly community also recognizes the diversity of older adults and promotes outreach initiatives to non-traditional families, ethno-cultural minorities, newcomers and Aboriginal communities
Housing	<ul style="list-style-type: none"> The availability of appropriate, affordable housing with a choice of styles and locations and that incorporates flexibility through adaptive features is essential for age-friendly communities
Social Participation	<ul style="list-style-type: none"> Interacting with family and friends is an important part of positive mental health and community awareness. Social participation involves the level of interaction that older adults have with other members of their community and the extent that the community itself makes this interaction possible

*The eight areas of an Age Friendly community are ordered as they are in Elliot Lake's Action Plan.

*Definitions for 8 Areas of an Age Friendly Community came from <http://agefriendlyontario.ca/afc-guide-8-dimensions>

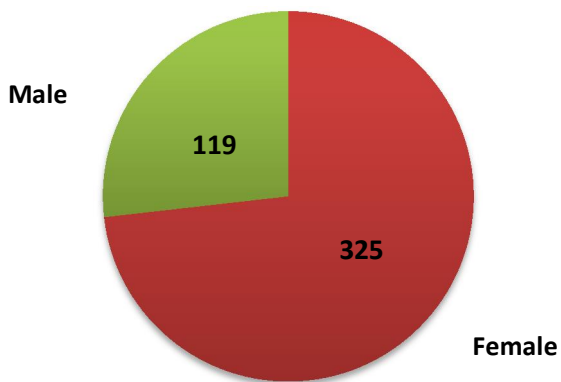
Age Friendly Survey Results

Who completed the survey?

Only people who live or work in Elliot Lake were eligible to complete the survey.

The following charts show the demographic characteristics of survey respondents.

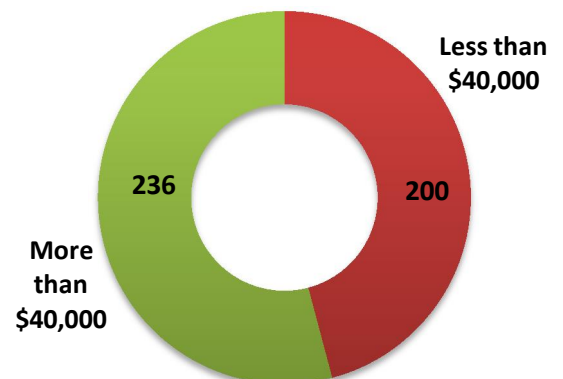
Gender



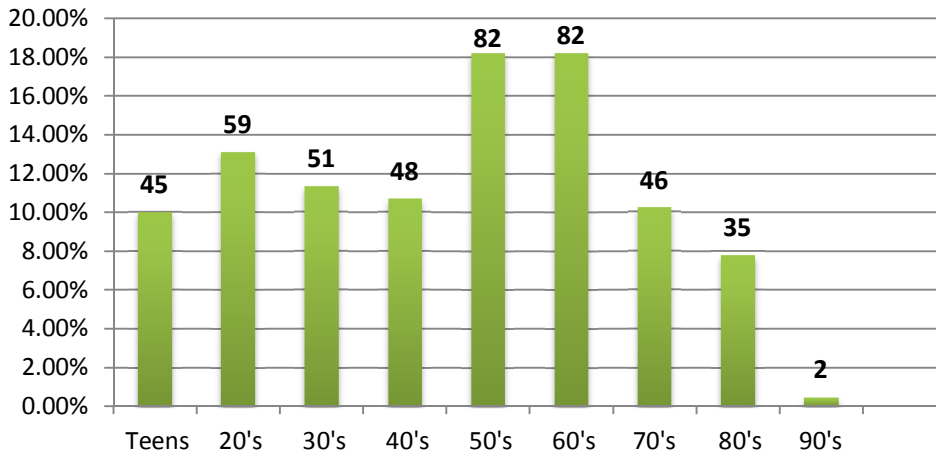
Gender- More women than men responded to the survey, as 72.71% were female and 26.62% were male.

Household Income- Because there were only two options for income, results were almost even. Where 45.87% of respondents had a total household income of less than \$40,000 and 54.13% of respondents had a total household income of more than \$40,000.

Household Income



Age

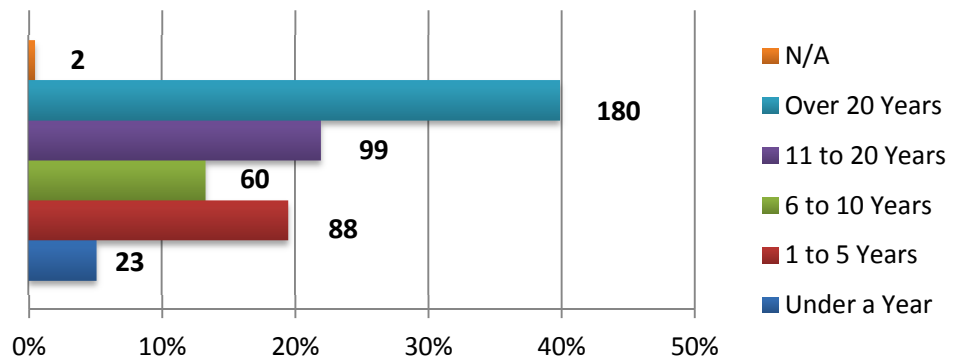


Age- People from their teens and older completed the survey, however the average ages were people in their 50's and 60's, each at 18.22%. And there was a focus on the senior population.

Years Lived in Elliot Lake

Lake- 39.82% of respondents lived in Elliot Lake over 20 years compared to 5.09% of respondents who lived in Elliot Lake under a year. There were also respondents who lived in Elliot Lake 1-5 years, 6-10 years, and 11-20 years.

Years Lived in Elliot Lake



Each action item was given a timeframe in which it is to be completed; Short Term (1-2 Years), Medium Term (3-4 Years), Long Term (5 years+), and Ongoing (Continuous). Timeframes were chosen based on the needs of the community but also based on what the City would be able to accomplish each year. The action items and time frames have to be attainable otherwise the goals will not be fulfilled. Because the Action Plan is a living document, some of the timeframes may change based on resources required. For example, funding may not be available for an action item until a certain year.

Some action items may start in one year but end in another. Action items may take more than one year to complete.

Some action items came specifically out of additional comments from surveys.

Stated in the *Survey Design* portion of this report, in order to more accurately read the survey data it was decided that the options 'I don't know' and 'Not Applicable' be removed from the analyses giving a truer percentage to the questions, leaving only 'Yes' and 'No' answers, and the comment sections.

Recommendations are offered for each age friendly area based on the survey results.

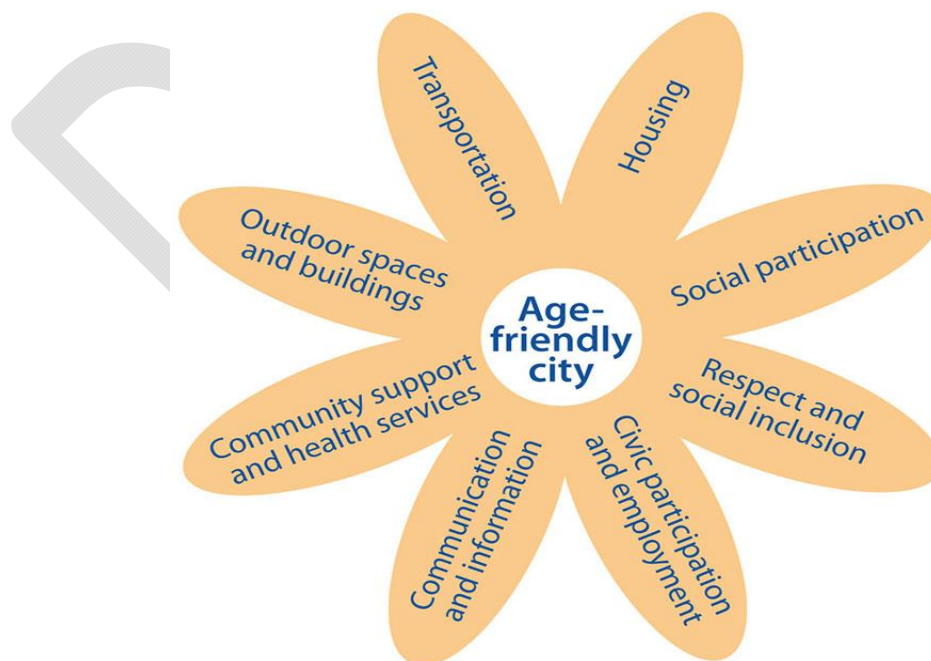


Figure 1

Summary of Findings:

The results of the survey indicate that there are areas for improvement within all eight age friendly areas. Key improvements to Elliot Lake will result in becoming more age friendly. Results show that although Elliot Lake does already have some age friendly aspects, there is room for improvement in each of the eight areas. The survey was a baseline assessment to help focus attention on specific issues that can be prioritized in the 5 Year Age Friendly Implementation Action Plan.

How will we know if we are becoming more Age Friendly?

The successful completion of the focus group sessions, survey and public consultations (baseline assessment models) ensures that Elliot Lake has a good sense of where the community is in terms of age friendly. The survey results can be referred back to and provide a snapshot in time which may be used to measure future success and progress. An annual review of accomplishments and comparative analysis from baseline results will be completed to ensure the community is moving toward the targeted goal. A survey may be administered once the Age Friendly Elliot Lake Action Plan has been fully implemented.

It is recommended that separate working groups be formed to engage in identified areas of the Action Plan. This will enhance productivity, and input from community members to achieve results from varying perspectives.



Age Friendly
Elliot Lake

Links to the City of Elliot Lake's 2015 Strategic Plan

The Action Plan aligns with the City of Elliot Lake's Strategic Plan through the following goals and actions;

- Economic Development and Diversification, Stabilization, and Investment Readiness
 - Continue to foster retirement opportunities
- Development of Strong Partnerships
 - Support the local business community
 - Identify projects that require partnerships and the communities that will be impacted
- Health and Community Wellness
 - Give priority to Health Care Provider Recruitment and Retention Process
 - Support the hospital's redevelopment plan
 - Develop an Aging in Place Strategy
 - Provide activities and promote healthy lifestyles through recreation for all age groups

Links to Elliot Lake's Economic Development & Diversification Strategy

The Action Plan aligns with the Economic Development & Diversification Strategy through the following goals;

- Goal 1: Shape The Institutions of Tomorrow, Today
- Goal 2: Building a "Network of Networks"
- Goal 3: Nurture the Built Environment
- Goal 6: Making Aging in Place a Reality (Not Just a Promise)

Conclusion

The Age Friendly Elliot Lake initiative has been successful in including the community as a whole in creating a straight forward and effective Action Plan for implementation and evaluation of age friendly improvements over the next five years. The survey was one tool used to define the Action Plan with a total of 478 respondents; there were also one-on-one and group discussions that took place with older adults and committees.

In addition to the survey, there were also focus group sessions held with service providers, organizations, activity groups and businesses, and four public consultations for people who had questions or comments about Age Friendly Elliot Lake and/or the survey.

The information gained from this process is essential as a starting point for creating a cohesive age friendly community. Moving forward, the results of the survey will continue to inform and enhance Municipal planning, local partners and volunteer groups. Activity groups, businesses, service providers, organizations, and corporations are encouraged to use this information and take part in the Age Friendly Elliot Lake initiative, by improving or reviewing internal practices or partnering with the Municipality on implementation of goals where applicable. The Age Friendly Elliot Lake five year implementation action plan is a community plan, and it is with the participation and interest from community members that Age Friendly Elliot Lake will flourish.

"Design for the young and you exclude the old, design for the old and you include everyone"- Bernard Isaacs

References

Figure 1. MAV-Age Friendly Communities. Digital image. *Municipal Association of Victoria*. 2017. Web. 12 April 2017.
<<http://www.mav.asn.au/policy-services/social-community/ageing-disability/ageing/Pages/age-friendly-cities-communities.aspx>>

Figure 2. Elliot Lake: 5KM G1. Digital image. *Dark Pines Photo*. 2 October 2012. Web. 7 November 2016.
<<https://darkpinesphoto.wordpress.com/2012/10/02/elliott-lake-5km/>>.

Organization, W. H. (2007). *Global age - friendly cities: A guide*. Geneva World Health Organization.

Figure 3. Steed, Alan. "Why We Love Elliot Lake!" *You Tube*. You Tube. 11 October 2014. Web. 12 April 2017.
<<https://www.youtube.com/watch?v=ZNw0JLaPVc4>>



Figure 2



Age Friendly Elliot Lake

5 Year Implementation Action Plan



AGE FRIENDLY ELLIOT LAKE - IMPLEMENTATION PLAN

This five-year Action Plan represents the next step in Elliot Lake's journey to becoming a designated Age Friendly community. The plan builds on various initiatives and operations currently underway in Elliot Lake, and identifies other areas in the community that need to be addressed. Everyone in the community has a role to play improving the age friendliness of Elliot Lake, from young to old.

As Bernard Isaacs said;

"Design for the young and you exclude the old, design for the old and you include everyone"

Implementation of the Plan

In order to implement most of the action steps in this plan there must be a partnership between citizens, organizations, businesses, service providers, volunteers and the City of Elliot Lake.

Select action steps in this plan may overlap with existing community planning documents such as the City of Elliot Lake Strategic Plan and Economic Development & Diversification Strategy. It is recommended that the action items in this plan be considered, and integrated into other community planning processes.

It is to be noted that this action plan is a 'living' document and will be reviewed and evaluated on a year to year basis to monitor the progress that has been made in becoming more age friendly, and to track implementation of the five year plan.

For reference: Short Term= 1-2 Years, Medium Term= 3-4 Years, Long Term= 5 Years +, Ongoing (continuous)

Please note: This is not intended to represent a final list of resources required. These projects will be finalized as a first step of their implementation.



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1. COMMUNITY SUPPORT AND HEALTH CARE SERVICES		
1.1 PHYSICIAN RECRUITMENT STRATEGY		
ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Review and update the Physician Recruitment framework to include Healthcare Professionals and to support healthcare development	Short Term	TBD
1.2 BUILD FEASIBILITY OF NEW HOSPITAL		
Investigate the feasibility of new hospital and offer assistance if and where needed	Short Term	TBD
1.3 PROMOTING HEALTH AND WELLNESS		
Promote and support Health and Wellness (i.e. Workshops)	Ongoing	Community Services Department
1.4 AMENDMENT TO CITY ZONING BY-LAW		
Amend City Zoning By-law No. 96-16, section 3.34 Home Occupation to include Adult Caregiving in the home	Medium Term	No Cost
1.5 NAVIGATING OUR HEALTHCARE SYSTEM, INCLUDING COMMUNITY SUPPORT		
Develop an educational series on how to navigate the healthcare system	Medium Term	TBD
1.6 VULNERABLE PERSONS PLAN		
Develop a vulnerable persons plan, which includes an investigation into developing a phone or visitor "check-in" service for isolated persons	Short Term	TBD
1.7 WALK-IN CLINIC		
Investigate the need for a walk-in clinic in Elliot Lake	Short Term	TBD
1.8 SMOKING BY-LAW		
Identify where No-Smoking signs are needed on outside of buildings and advocate for the enforcement of Ontario's Provincial smoking By-law: Smoke-Free Ontario	Short Term	By-law Enforcement Division



2. RESPECT AND SOCIAL INCLUSION

2.1 INTERGENERATIONAL PROGRAMMING

ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Create intergenerational programs to connect youth and seniors	Medium Term	TBD

2.2 AGEISM AND RECOGNIZING SENIORS IN A POSITIVE WAY

Assist in alleviating the stereotypes of Ageism in Elliot Lake and identify key areas of focus for a campaign and identify partners	Medium Term	TBD
Recognize Seniors Day and Month annually and have City Council make a proclamation	Short Term	TBD

3. TRANSPORTATION

3.1 REVIEW OF TRANSIT SCHEDULE AND ROUTES

ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Review bus schedule hours & bus routes	Short Term	Infrastructure Services/ Community Services Department
Feasibility of Sunday bus service	Short Term	Infrastructure Services/ Community Services Department

3.2 ACCESSIBLE BUSSING

Review current accessible transit programs	Short Term	Infrastructure Services/ Community Services Department
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3.3 OUT OF TOWN TRANSPORTATION

Advertise programs and communicate to the public out of town transportation that is available	Short Term	TBD
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4. OUTDOOR SPACES & BUILDINGS		
4.1 IMPROVE ACCESS TO WASHROOMS IN PARKS AND/OR ALONG TRAILS		
ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Investigate and review operations of outdoor facilities	Short Term	Infrastructure Services/ Community Services Department
Investigate where more public washrooms are needed throughout the community	Medium Term	Infrastructure Services/Community Services Department
4.2 IMPROVE THE QUALITY OF PARKS		
Re-evaluate and improve quality and aesthetics of dog park	Short Term	Infrastructure Services/ Community Services Department
Review quality of all playgrounds, fields and courts and make recommendations for optimization	Medium Term	Infrastructure Services/ Community Services Department
Review cleanliness of parks and trails	Short Term	Community Services Department
Review enforcement of animal by-laws, especially at parks and on trails	Short Term	Community Services Department/By-Law Enforcement Department
4.3 IMPROVE QUALITY OF CITY FACILITIES		
Review accessibility of facilities to meet or exceed AODA and building code	Long Term	Community Services Department/ Infrastructure Services/ Building Department



4.4 INCREASE SIDEWALKS, ACCESSIBILITY OF BUILDINGS & PARKS, ROADS		
ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Continue to support accessibility of public spaces	Long Term	Funding
Evaluate and improve accessibility of waterfront areas, including accessibility of docks	Medium Term	TBD
Repair existing sidewalks, and determine where more sidewalks are needed	Long Term	Infrastructure Services
Identify roads that require repair or replacement	Long Term	Infrastructure Services
Develop a biking route	Long Term	TBD
Investigate and improve the accessibility of parks where required	Short Term	Infrastructure Services/ Community Services Department
Install pieces of equipment in parks that can be used by those with varying needs and abilities, including special needs	Long Term	TBD
Increase accessibility of beach areas by creating pathways for water access	Long Term	Infrastructure Services/ Community Services Department
Maintain existing public benches and increase number of public benches along walkways and trails	Short Term	Funding
Improve Wayfinding- Signage trails within community, (i.e. Cross Country Ski trails, ATV trails walking/hiking trails), identify premium trails that are accessible, and identify Age Friendly trails that are within City limits	Short Term	Community Services Department



5. CIVIC PARTICIPATION AND EMPLOYMENT		
5.1 ECONOMIC DEVELOPMENT DIVISION		
ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Educate the public about services available in regards to business support and development within the City	Short Term	Community Services Department
5.2 ATTRACT AND ENCOURAGE NEW JOBS AND BUSINESS		
Encourage and promote job and business retention and expansion within the community through partnerships and networking	Short Term	TBD
Attract and retain professionals	Medium Term	TBD



6. COMMUNICATION AND INFORMATION

6.1 UPDATE CITY'S WEBSITE

ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Review and update City website to make it more user friendly and accesible	Medium Term	Information Systems Administration

6.2 CREATE AND INFORMATIVE GUIDE FOR ELLIOT LAKE

Create a package for community with listings of clubs, organizations, businesses, medical information, schools, churches, housing, etc., and review and update if necessary on an annual basis	Ongoing	Community Services Department
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6.3 AWARENESS OF ELLIOT LAKE'S EMERGENCY PLAN

Increase awareness and knowledge of Elliot Lake's Emergency Plan	Short Term	TBD
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6.4 USE EXISTING BUILDINGS AND SPACE TO PROMOTE DIFFERENT INFORMATION

Increase use of existing infrastructure and space to promote information including programing (library, City Hall, Civic Centre, Collins Hall, Health Centres, etc.)	Short Term	No Cost
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7. HOUSING

7.1 ACCESSIBLE HOUSING MODELS

ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Investigate potential housing models/options/best practices for older adults and work with public and private sectors to develop living options	Medium Term	TBD

7.2 LONG-TERM CARE

Investigate further the need for hospice services, assisted living programs and long term care needs	Long Term	TBD
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8. SOCIAL PARTICIPATION		
8.1 PROGRAMMING IN CITY FACILITIES		
ACTION ITEM(S)	TIMEFRAME (SHORT, MEDIUM, OR LONG TERM)	RESOURCES REQUIRED
Continue to explore opportunities to merge facilities and renew them under a new fully accessible, barrier free multi-use complex that offers Age Friendly programming aimed at healthy active living	Medium Term	Community Services Department
8.2 ACCESSIBLE EVENTS		
Review, develop and implement accessibility plan for events	Short Term	Community Services Department
8.3 ARTS AND CULTURE		
Continue to support and maintain Arts and Culture in Elliot Lake	Ongoing	Community Services Department
8.4 IMPROVED ADVERTISING		
Review inclusivity of events and activities in community. Create a City policy with guidelines for advertising for events for increased awareness and inclusivity and advertise benefits and availability of Welcome Cards	Short Term	Community Services Department
Advertise for events in both Official languages	Short Term	Community Services Department



Action Plan Summary - Progress Checklist

Short Term (1-2 Years)	✓
Review and update the Physician Recruitment framework to include Healthcare Professionals and to support healthcare development	
Investigate feasibility of new hospital and offer assistance if and where needed	
Develop a vulnerable persons plan, which includes an investigation into developing a phone or visitor 'check in' service for isolated persons	
Investigate the need for a walk-in clinic in Elliot Lake	
Recognize Seniors Day and Month annually and have City Council make a proclamation	
Review bus schedule and hours of bus routes	
Feasibility of Sunday bus service	
Review current accessible transit programs	
Advertise programs and communicate to the public out of town transportation that is available	
Investigate and review operations of outdoor facilities	
Re-evaluate and improve the quality and aesthetics of dog park	
Review cleanliness of parks and trails	
Review enforcement of animal by-laws, especially at parks and on trails	
Investigate and improve the accessibility of parks where required	
Maintain existing public benches and increase number of public benches along walkways and trails	
Improve way finding signage, label trails within community, identify premium trails that are accessible and identify Age Friendly trails within city limits	
Educate the public about services available in regard to business support and development within the City	
Encourage and promote job and business retention and expansion within the community through partnerships and networking	
Increase awareness and knowledge of Elliot Lake's Emergency Plan	
Increase use of existing infrastructure and space to promote information including programming	
Review, develop and implement accessibility plan for events	
Review inclusivity of events and activities in community	
Create a City policy with guidelines for advertising events for increased awareness and inclusivity	
Advertise benefits and availability of Welcome Cards	
Advertise for events in both Official languages	
Review and update City website to make it more user friendly and accessible	

Medium Term (3-4 Years)	✓
Amend City Zoning By-law No. 96-16, section 3.34 Home Occupations to include Adult Caregiving in the home	
Develop an educational series on how to navigate the healthcare system	
Create intergenerational programs to connect youth and seniors	
Assist in alleviating the stereotypes of Ageism in Elliot Lake and identify key areas of focus for a campaign and identify partners	
Investigate where more public washrooms are needed throughout the community	
Review quality of all playgrounds, fields and courts and make recommendations for optimization	
Evaluate and improve accessibility of waterfront areas including accessibility of docks	
Attract and retain professionals to labor force	
Investigate potential housing models/options/best practices for older adults and work with public and private sectors to develop living options	
Optimize use of facilities by offering Age Friendly programming aimed at promoting healthy active living	
Long Term (5 Years +)	✓
Review accessibility of facilities to meet or exceed AODA and building code	
Continue to support accessibility of public spaces	
Repair existing sidewalks, and determine where more sidewalks are needed	
Identify roads that require repair or replacement	
Develop a bike route	
Install equipment in parks that can be used by those with varying needs and abilities, including special needs	

Ongoing (Continuous)	✓
Promote and support Health and Wellness (ie. Workshops)	
Create a package for community with listings of clubs, organizations, businesses, medical information, schools, churches, housing, etc., and review and update if necessary on an annual basis	
Continue to support and maintain Arts and Culture in Elliot Lake	

